

# **USAID/GHANA**

## **FY 2003 RESULTS REVIEW AND RESOURCE REQUEST (R4)**

**MARCH 20, 2001**

***Please Note:***

The attached FY 2002 Results Review and Resource Request ("R4") was assembled and analyzed by the country or USAID operating unit identified on this cover page.

The R4 is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

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# ACRONYMS

ADRA	-	Adventist Development and Relief Agency
AED	-	Academy for Educational Development
ATRIP	-	African Trade and Investment Project
AVSC	-	Association for Voluntary Surgical Contraception
BSS	-	Behavioral Surveillance Study
CBD	-	Commerce Business Daily/Community Based Distribution
CDC	-	Centers for Disease Control
CDD	-	Center for Democracy Development
CHPS	-	Community Health Planning and Services
CLCs	-	Community Learning Centers
CLUSA	-	Cooperative League of the USA
COI	-	Classroom Observation Instrument
CPR	-	Contraceptive Prevalent Rate
CRS	-	Catholic Relief Services
CRT	-	Criterion Referenced Test
CSD	-	Child Survival/Infectious Disease Fund Account
CSIP	-	Community-School Improvement Plan
CSO	-	Civic Society Organizations
CSP	-	Country Strategic Plan
CYP	-	Couple Years of Protection
DA	-	Development Assistance Funds Account
DFID	-	Department for International Development (UK)
DHS	-	Demographic Health Survey
EC	-	Electoral Commission
ECOWAS	-	Economic Community of West African States
ECSELL	-	Enhancing Civil Society Effectiveness at the Local Level
EDC	-	Education Development Center
EDDI	-	Education for Development and Democracy Initiative
EMIS	-	Education Management and Information Systems
ESF	-	Economic Support Fund
FSN	-	Foreign Service National
FTE	-	Full-Time Equivalent
GAIT	-	Government Accountability Improves Trust Program
GES	-	Ghana Education Service
GHCT	-	Ghana Heritage Conservation Trust
GOG	-	Government of Ghana
GSMF	-	Ghana Social Marketing Foundation
GTZ	-	Gemeinschaft for Technische Zusammenarbeit (German Development Assistance)
HIPC	-	Highly Indebted Poor Country

HIV/AIDS	-	Human Immuno Deficiency Virus/ Acquired Immune Deficiency Syndrome
ICAAS	-	Inter-agency Cooperative Agreement on Administrative Services
IEC	-	Information, Education and Communication
IFD	-	Infectious Disease
IFES	-	International Foundation for Electoral Systems
IFESH	-	International Foundation for Education and Self-Help
IMCI	-	Integrated Management of Childhood Illness
IMF	-	International Monetary Fund
ITMs	-	Insecticide Treated Materials
JICA	-	Japanese International Cooperation Agency
JSS	-	Junior Secondary School
MOE	-	Ministry of Education
MOH	-	Ministry of Health
MPP	-	Mission Performance Plan
MPs	-	Members of Parliament
NACP	-	National AIDS Control Program
NGOs	-	Non-Governmental Organizations
NIDs	-	National Immunization Days
NPA	-	Non-Project Assistance
NTEs	-	Non-Traditional Export
NXP	-	Non-Expendable Property
OE	-	Operating Expense
OYB	-	Operational Year Budget
PA	-	Project Assistance
PEF	-	Private Enterprise Foundation
PPAG	-	Planned Parenthood Association of Ghana
PRA/PLA	-	Participatory Rapid Appraisal/Participatory Learning and Action
PTA	-	Parent Teacher Association
QUIPS	-	Quality Improvements in Primary Schools
SIF	-	School Improvement Fund
SMC	-	School Management Committee
SOs	-	Strategic Objectives
SSNIT	-	Social Security and National Insurance Trust
STD	-	Sexually Transmitted Diseases
TIRP	-	Trade, Investment Reform Program
UN	-	United Nations
UNAIDS	-	United Nations AIDS Program
UNAMSIL	-	United Nations Mission to Lebanon
UNDP	-	United National Development Program
UNFPA	-	United Nations Fund for Population Activities
UNICEF	-	United Nations Children Fund
US PVOs	-	United States Private Voluntary Organizations
USAID	-	United States Agency for International Development
USDA	-	U.S. Department of Agriculture
USDH	-	U.S. Direct Hire (U.S. Citizen)

USPC	-	U.S. Personal Service Contractor
WAGP	-	West African Gas Pipeline
WHO	-	World Health Organization
WSD	-	Whole School Development

## **R4 Part 1: – Overview and Factors Affecting Program Performance**

Ghana continues to play a key role in promoting economic and political stability and respect for human rights in West Africa, all key U.S. Government foreign policy priorities in the sub-region. Regional peacekeeping and conflict resolution efforts, including its participation in UNAMSIL and a role in the African Crisis Response Initiative, demonstrate Ghana's commitment to peace and security in the sub-region. Ghana enhanced its stature as a role model of democratic reform by successfully holding national elections in December in which power was transferred (both the presidency and control of parliament) to the opposition party. Ghana has become the United States' third largest trading partner in sub-Saharan Africa (after Nigeria and South Africa), and is increasingly viewed as a center of innovation in information technology.

Ghana faces daunting challenges on the economic front due to adverse economic conditions that have existed since late 1999 – low world market prices for principal exports of gold and cocoa and a high import price for crude oil. These external shocks are having deeper impact on macro-economic stability due to poor fiscal and monetary policies. A combination of high domestic inflation, low revenue collection, collapsing exchange rates, public sector overspending and huge debt servicing make it difficult to achieve sustainable economic growth. The previous government, preoccupied with winning the national elections, failed to address fundamental structural problems noted above. Prohibitively high interest rates, high fiscal deficits, an inability to attract sufficient domestic and internal investment capital, low labor productivity, and counterproductive economic policies and regulations have inhibited private sector growth. Growing corruption in the public sector has eroded confidence in Ghana as an investment opportunity. Recognizing this, the new government has embarked on major policy reforms to address the economic malaise and the pervasive culture of corruption it inherited. To reverse the negative macroeconomic trends, the new administration officials will have to demonstrate a high level of commitment to fiscal, monetary, and financial market reform, and reduction of the role of government in the economy. This will attract support of the Bretton Woods institutions and bilateral donors. Those reforms include broader and more efficient revenue collection, liberalization of foreign exchange, cutting government spending, privatization of state-owned enterprises, civil service reform, and reducing government regulation of the economy. Further reforms are also required to increase access to health services and basic education as well as decentralization and rationalization of public health and education services. Favorable weather and good domestic food production have mitigated some of the adverse effects of the deteriorating economy. Further reductions in the population growth rate (currently 2.6 % per annum) and the ability to maintain a low rate of HIV/AIDS infection (present rate is less than 5%) are also essential if Ghana is to achieve its medium-term development objectives.

### **Summary of Progress in Implementing the Currently Approved Strategic Plan:**

USAID/Ghana's strategy is based on the belief that a buoyant, more diversified economy, unencumbered by large increases in population and with broader participation by all Ghanaians will generate greater amounts of investment, higher incomes and improved living standards. In this regard accelerated economic growth is the key to achieving equitable, sustainable development in Ghana. Improvements in education and health as well as citizen participation in democratic processes is essential to achieving this accelerated economic growth. The Mission's program is implemented through four mutually reinforcing Strategic Objectives (SOs)

supported by a combination of Development Assistance, Economic Support Funds, and PL 480 – Title II resources.

SO-1 (Increased Private Sector Growth) Ghana recognizes that broad-based and sustainable economic growth must be private sector led and operate in a macroeconomic environment of fiscal and monetary discipline. The SO's Trade, Investment Reform Program (TIRP) supports this approach through a range of policy reforms and with direct support to private enterprise at all levels. Even under adverse macro-economic conditions, growth has been realized in those sectors assisted by the USAID program. The new government is adopting Mission policy reform recommendations. USAID continues to support development of the West African Gas Pipeline.

SO-2 (Increased Effectiveness of the Primary Education System) The Quality Improvements in Primary Schools (QUIPS) Program experienced considerable growth and achievement during the past year moving from pilot efforts to mainstreaming into the wider primary school system and strengthening local management of education. Nation-wide test scores for English and mathematics were significantly higher in QUIPS than in non-QUIPS schools.

SO-3 (Improve Family Health) The Mission has made significant progress in improving the health of Ghanaians. Immunization coverage increased, national vitamin A distribution commenced, and an anti-malaria program was launched. The Mission's HIV/AIDS program is helping to combat the spread of HIV/AIDS through high profile media and behavior change activities. Family planning use is increasing as evidenced by growth in couple years of protection.

SO-4 (Public Policy Decision Better Reflect Civic Input) Although modest, a relatively stable level of funding enabled the SO to maintain all program activities. The highlight of the year was a successful national election with the transfer of power from one democratically elected government to another democratically elected government. Availability of Economic Support Funds was critical for this process. Citizen access to information has increased significantly through use of information technology. Anti-corruption is becoming an increasingly important activity under this SO.

PL-480 Title II The Title II program is a fully integrated component of the Mission's Country Strategic Plan (CSP). Title II resources are supporting agro-forestry and on-farm production, small and micro enterprise, and micro-credit programs. Significant expansion of the QUIPS primary education program in the northern regions was achieved with Title II resources, through both monetization and direct food distribution. Title II is also supporting programs to improve nutritional practices and sanitation, as well as crop diversification in rural areas that experience periodic shortages of food.

**Significant Changes that Would Cause You to Propose a Change to or Elimination of an Objective or that Account for Poor Performance:** Assuming the continuation of adequate levels of resources, no major changes to SOs are anticipated for the remainder of the current CSP period (September 2003). The successful election and transition to a new government has contributed to deepening of democratic institutions and political stability; however, other external events, such as further downturns in the economy could trigger a new political/economic

crisis that could have the potential for disrupting program implementation. At present all four strategic objectives are achieving and in some cases exceeding anticipated results. Development of a new Country Strategy Plan (CSP) will start in early FY 2003.

**Most Significant Program Achievements, Regardless of the Level, SO, or Intermediate**

**Results:** There are four significant achievements, namely: (1) significant growth has been experienced in non-traditional export earnings in the private enterprise program, (2) students participating in the USAID-funded primary education program are scoring significantly higher than their non-participant peers on nation-wide criterion tests, (3) HIV/AIDS infection rates have been held to under 5%, (4) increased civil society participation in government and peaceful transition of power through election, and (5) signing of an agreement that provides a concessions to a Chevron-led consortium to construct the West African Gas Pipeline.

**Country Factors that have Most Influenced Progress:** Two factors that currently impact negatively on the rate of achieving results are the dismal state of the economy and the preoccupation last year of the previous administration with winning the national elections. Critical policy decisions and directives related to national development were often viewed through the optic of political positioning to cultivate favor with the electorate rather than what would be most beneficial to the country. Nevertheless, USAID programs were able to achieve significant results as presented in the results data tables.

**Overall Prospects for Progress through the Budget Request Year, including Operating Unit**

**Actions to Overcome Factors Impeding Progress:** While fully cognizant of the dismal state of the economy, the USAID Mission is encouraged by actions of the new administration to address the situation. Politically unpopular but necessary decisions, such as removing the heavy subsidy on fuel, energy, and other utilities are early indications of the commitment of the new government to reverse the declining economy. The Mission is proposing to shift OYB resources to make additional NPA funds available to support the GOG as it endeavors to implement these politically unpopular, but necessary decisions. It is likely that additional funds will be necessary to support Ghana during current financial crisis and economic restructuring as it enters Highly Indebted Poor Country (HIPC) status in 2002. Continuing efforts to improve donor coordination will further contribute to effective utilization of resources.

**US National Interests and Goals - Linkages of Operating Unit SOs to the Mission**

**Performance Plan (MPP):** Each SO is linked directly to US national interests of economic prosperity, democracy, or global issues. SO1 contributes to the MPP strategic goals of open markets and economic development. SO2 contributes to economic development, improved education and expanding opportunities for education. SO3 focuses on improved health care and service delivery for workers and their families and on reducing the growth of HIV/AIDS, which contribute to strategic goals associated with health goal and economic growth. SO3 also contributes directly toward efforts to stabilize the rate of population growth. SO4 supports a free and open electoral system, good governance, accountability, and transparency, promoting a balance of power between the executive and the legislative branches, and broad application of information technology to promote citizen access to information. SO1 supports the environmental goal through community participation in environmentally sound enterprise development, ecotourism and a reduction of land degradation through agro-forestry.

## SO Text for SO: Increased Private Sector Growth

Country/Organization: USAID GHANA

Objective ID: 641-001-01

Objective Name: Increased Private Sector Growth

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

8% 1.1 Critical private markets expanded and strengthened  
46% 1.2 More rapid and enhanced agricultural development and food security encouraged  
25% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable  
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened  
0% 2.2 Credible and competitive political processes encouraged  
0% 2.3 The development of politically active civil society promoted  
0% 2.4 More transparent and accountable government institutions encouraged  
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded  
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased  
0% 4.1 Unintended and mistimed pregnancies reduced  
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced  
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced  
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced  
0% 4.5 The threat of infectious diseases of major public health importance reduced  
0% 5.1 Threat of global climate change reduced  
0% 5.2 Biological diversity conserved  
0% 5.3 Sustainable urbanization including pollution management promoted  
10% 5.4 Use of environmentally sound energy services increased  
11% 5.5 Sustainable management of natural resources increased  
0% 6.1 Urgent needs in times of crisis met  
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Economic Prosperity

Primary Link to MPP Goals: Economic Development

Secondary Link to MPP Goals (optional): No Secondary Linkage

(Page limitations for narrative begin here):

Summary of the SO:

USAID's Increased Private Sector Growth Strategic Objective supports Ghana's national goals of alleviating poverty and achieving increased household income through accelerated broad-based, private sector-led economic growth. However, Ghana is still struggling to get past the uneven progress it made in the 1990s to implement its Economic Reform Program. The

purpose of this strategic objective is to diversify and expand Ghana's economy by creating a more investor-friendly business environment and by taking advantage of the opportunities to strengthen the private sector's capacity to be more competitive, especially in the global marketplace. Thus, the intermediate results necessary to achieve the SO are: (1) Improved Policies and Regulatory Environment; (2) Improved Financial Services; (3) Increased Management Capacity of Production and Marketing Enterprises; and (4) Increased Regional Cooperation on Energy Supply and Demand.

USAID/Ghana, through the Trade and Investment Reform Program (TIRP) supports key macro-economic and sectoral policy reforms to improve the business environment, and provide technical assistance and training to improve the technical/managerial skills of Ghanaian enterprises. Policy reforms focus on fiscal and monetary stabilization at the macro level, and eliminating or revising regulations that adversely impact Ghana's international competitiveness, especially in sectors that have the best export earning potential. In addition, this activity utilizes P.L. 480 (Food for Peace) Title II funding to develop sustainable rural enterprises and small and micro-credit programs which provide increased food security in impoverished rural areas. The SO program has also been supporting the development of the best nationally and internationally known tourist sites in the country. USAID continues to provide critical technical and training assistance to support development of a regional gas pipeline. Many of the direct beneficiaries of SO-1 activities are entrepreneurs, microentrepreneurs and smaller non-traditional export producers, of which women make up a significant segment. The indirect beneficiaries are employees of these enterprises and those involved in marketing, processing and supplying inputs. SO-1 is on track, meeting expectations while achieving important results despite continued deterioration of the economy. Although overall exports of non-traditional products were down, exports were up substantially for those firms receiving direct USAID support. USAID/Ghana's policy reform programs response to requests for economic information and advice from the old and now the new government proved highly useful. USAID's assistance to the process of forming key agreements between the four countries involved in the development of a regional gas pipeline has proved vital in keeping this essential program on target.

#### Key Results:

Over the past year, overall exports of non-traditional products did not do well due to the steady decline in the Ghanaian economy which seriously inhibited most business activity. For several years incentives and capacity of exporters and producers has been adversely affected by: (a) large fluctuations in the real exchange rate which has made exporting less profitable and riskier, (b) a recent severe local currency depreciation leading to major shortages of foreign exchange, (c) appreciation of the real exchange rate to the point where it acts as an implicit tax on exporters, reducing the amount of resources available to exporters to finance expansion, and (d) the constraint on output expansion caused by exporters' small production base.

Despite these conditions and in great contrast to this overall poor performance, USAID-assisted firms in the SO-1 private enterprise technical assistance program did well. In fact, export earnings of these firms grew from \$3.81 million to \$15.92 million this year - an increase of over 300% - with the largest increase occurring in the agricultural sector, Ghana's leading employer. To build on this success, SO-1 has begun an ATRIP Grades and Standards program in collaboration with the USDA, that will assist agricultural production, processing,

and distribution enterprises in meeting the phytosanitary, biosafety and related health and product quality standards in their major US and European export markets.

Early in the year, SO-1 policy and financial intermediation activities were strategically programmed to accommodate an anticipated conservative and rigid climate for change leading up to the election of a new government. Sixty-three percent of the conditions precedent under TIRP's second NPA Tranche were completed, leading to the disbursement of a desperately needed \$1.88 million to the Government of Ghana. In addition, the impact of SO-1's policy program, especially in the areas of revenue mobilization, labor and financial reform, is evident in the first budget statement by the new government where specific measures can be traced directly to the influence of USAID.

Mission assistance in energy initiatives focused on the development of a more sustainable and efficient energy supply and improved demand management which has resulted in the accomplishment of two significant milestones: (1) the signing of the West African Gas Pipeline (WAGP) Intergovernmental Agreement by the four countries involved (Benin, Ghana, Nigeria and Togo); and (2) signing of the WAGP Concession Agreement Term Sheet between the four countries and the Chevron-led Commercial Group.

#### Performance and Prospects:

As the pool of assisted small and medium size businesses expanded 160 % over the year, the number of lead firms also increased 70 %. Despite the worsening business and economic environment, those firms receiving direct assistance under the SO-1 program have done remarkably well, demonstrating the SO's ability to deliver results. In the agricultural sector, for example, export earnings rose by 380 % while in the garments/textiles/handicrafts sector there was a 150 % increase in export earnings.

Resources were used to successfully promote dialogue and participation among representatives of employers, labor unions, and Government on new labor legislation that was approved by Cabinet and is expected to be presented to the Parliament in 2001. Based on USAID program reports, the Ghana Customs Service has tightened its procedures to the extent that now 73 % of the products which enter the bonded warehouse are being accounted for (versus 23 % previously), and 93 % pay duty.

A Financial Sector Consultative Committee was formed with assistance from TIRP to review constraints in the financial sector. The Committee prepared an excellent Financial Sector Strategic Plan that identifies issues and problems including an action plan, accompanied by a timetable to address these problems. Before as well as after the election of a new government, Mission-funded technical advisors rapidly and effectively responded to several requests by senior government officials for solid economic analysis, frank recommendations, and "tough love". A National Economic Summit will soon be held to obtain a broad public/private sector consensus on not only what are the problems, but also what mechanisms should be put in place to achieve and monitor implementation of policy reforms.

USAID/Ghana is continuing its tourism-led economic growth activity by focusing on such activities as improving the quality of the tourism experience and helping the public and private sectors resolve thorny regulatory issues together. In addition, the direction SO-1 will take in

microfinance is settling on expanding the loan portfolio guarantee program, an initial Development Credit Authority activity, and starting a Micro and Small Enterprise Development Program.

Outstanding progress has been made in the provision of assistance to the development of the West African Gas Pipeline (WAGP). ECOWAS-facilitated training and technical assistance activities helped build the technical and negotiation skills of the Pipeline's Project Implementation Committee, which enabled them to effectively negotiate and ultimately sign a Concession Agreement Term Sheet with the Chevron-led private development consortium. ECOWAS's role has further enhanced regional cooperation in this sector as demonstrated by the progress made on the pipeline and development of a power pool.

#### Possible Adjustments to Plans:

The new government is less than 100 days old and the short to medium-term policy framework to stabilize the economy is still evolving. Developing a new IMF program and Poverty Reduction Strategy Paper to determine Highly Indebted Poor Country (HIPC) initiative requirements will cause Government to specify its policy responses to the current economic crisis in greater detail. While broad areas of fiscal discipline, financial reform, debt management, and revenue mobilization are priorities, we need to be flexible to respond as policies develop. The Mission is examining the feasibility of transferring \$4 million of PA funds to the NPA program to create a \$10.1 million tranche in FY 2001 to support the country's urgent need for revenue – as well as a way to support the policy agenda that will arise from the National Economic Summit. Based on performance of this proposed expanded NPA program linked to the National Economic Summit, the Mission will assess the feasibility of a follow-on tranche in FY 2002. The Mission will assume a coordinating role for expanded assistance to the development of the West African Power Pool on behalf of the West Africa Regional Program. In full recognition that the scourge of HIV/AIDS is as much an economic problem as it is a health problem, SO-1 plans to support a private sector awareness program initiated by a current grantee, the Private Enterprise Foundation (PEF).

#### Other Donor Programs:

The IMF, World Bank, the European Community, Great Britain, Canada, Denmark, the United Nations Development Program, and the Netherlands all support various efforts to promote economic growth and policy reform. USAID was joined this year by Denmark as a donor supporting the tourism sector. The World Bank is the only significant donor besides USAID involved in promoting non-traditional exports (NTEs). Denmark and the European Community are providing assistance in the regulatory aspects of the energy sector and are presently reviewing their programs to determine future assistance.

#### Major Contractors and Grantees:

Development Assistance-funded component of the private sector program includes Sigma One Corporation (policy reform), AMEX International (enterprise development), Conservation International (tourism development), Technoserve (micro and small enterprise) and Nexant/Bechtel Corporation (energy sector development). The process of competitively selecting implementing contractors and grantees is largely completed, with the exception of the tourism grants mentioned above.

## Performance Data Table

Objective Name: Increased Private Sector Growth			
Objective ID: 641-001-01			
Approved: 1997-07		Country/Organization: USAID GHANA	
Result Name: Increased Private Sector Growth			
Indicator: Value of Selected Nontraditional Exports			
Unit of Measure: \$US by calendar year.	Year	Planned	Actual
Source: Ghana Ministry of Trade and Industry, Ghana Investment Promotion Council	1998(B)	NA	\$43,516,821
	1999	\$53,100,000	\$45,622,000
Indicator/Description: The sum value of selected non-traditional exports. The subsectors include afrocentric garments/handicrafts, selected fresh and dried vegetables, selected fresh fruits, medicinal plants/essential oils, nut and nut products, and wood/wood products.	2000	\$64,025,000	\$38,801,000
	2001	\$77,750,000	--
	2002	\$85,525,000	--
	2003	\$94,000,000	--
<p>Comments:</p> <p>-- USAID provides production and marketing technical assistance to existing or emerging exporters. This assistance leads to the employment of a large numbers of rural people and creates opportunities to link entrepreneurs with larger firms and markets.</p> <p>-- The indicator covers product groups which do not change over time. Some of the specific commodities are pineapples, avocados, mangoes, papaya, watermelon, chillies/pepper, medicinal plants and seeds, cashew nuts, shea nuts and butter, furniture and parts, essential oils, garments/clothing and handicrafts.</p> <p>-- The actual figure for the current reporting year are an estimate based on an extrapolation of data reported for the first three quarters of the year. The actual figure for the year before the current year is always revised based on statistics for the entire year.</p> <p>-- Thus, the 1999 actual figure has been revised, downward.</p> <p>-- NTEs have been below target due to several adverse economic factors that have depressed the incentive and capacity of exporters: recent analysis has shown that since 1998, (a) the effect of large fluctuations in the real exchange rate has made exporting less profitable and riskier, (b) the real exchange rate has appreciated so much that it has acted as an implicit tax on exporters, (c) this has also reduced the amount of resources available to exporters to finance expansion, and (d) the small production base of NTEs has further constrained the potential for output expansion.</p> <p>-- However, contrary to this bleak picture, those firms receiving direct USAID funded assistance did quite well this year: for example, export earnings from agricultural products rose 380% and from garments/textiles/handicrafts increased 150%.</p>			

## Performance Data Table

Objective Name: Increased Private Sector Growth				
Objective ID: 641-001-01				
Approved: 1997-07		Country/Organization: USAID GHANA		
Result Name: IR 1.4 Improved Policy and Regulatory Environment				
Indicator: Milestones for the Participatory Development and Implementation of a Policy Change Framework				
Unit of Measure: Yes/No – (Implemented/Not Implemented; Adopted/Not Adopted, and Met/Not Met)	Year	Planned	Actual	
Source: Ministry of Finance, TIRP, Sigma One Corp.	1997	<u>Policy &amp; Regulatory Environment</u> <ul style="list-style-type: none"><li>North Carolina Conference, Raleigh</li><li>National Economic Forum, Accra</li></ul>	Yes Yes	
Indicator/Description: The indicator measures the extent to which milestones are reached or activities implemented in major aspects of an improved the policy and regulatory environment, and measures the results of achieving policy reform conditions (or milestones) agreed to under periodic tranches in the NPA program. Each year, progress against planned results is assessed, and next year’s targets are outlined for both the policy and regulatory environment, and the reforms expected in the NPA program.	1998	<u>Policy &amp; Regulatory Environment:</u> <ul style="list-style-type: none"><li>Formulation of a high level interministerial Committee on Competitiveness (IMCC)</li><li>4-5 year policy change framework adopted by the government and private sector</li><li>Assistance on formulation of VAT bill following Econ Forum recommendation</li></ul> <u>Results in Policy Reform:</u> <ul style="list-style-type: none"><li>Tranche I conditionalities met</li></ul>	Yes  Yes  Yes  Yes	
	Comments: The impact of our policy program can be found in numerous pronouncements by the new government in their first budget statement which can be traced directly to advise provided by USAID. Some of the key activities this year have been: <ul style="list-style-type: none"><li>Continued assistance for the draft labor legislation expected to be presented to a new Parliament in 2001.</li><li>The Social Security and National Insurance Trust (SSNIT) acted on recommendations from a review of their investment program to restore SSNIT to profitability.</li><li>Analysis of the tariff system led to a number of recommendations being adopted to reduce and eliminate import tax exemptions.</li><li>Analysis of customs procedures revealed ways to reduce and simplify import procedures resulting in reduced costs for importers.</li><li>A Financial Sector Strategic Plan identifies issues and constraints and sets up an action plan and timetable to address the constraints.</li><li>A proposal has been developed for Parliament that would create a tourism development fund to be managed by the public and private sector members in the industry.</li></ul>	1999	<u>Policy &amp; Regulatory Environment:</u> <ul style="list-style-type: none"><li>I. Reducing Inflation and the National Budget Deficit</li><li>II. Streamlining the Trade Regime</li><li>III. Public/private sector agreement on TOR for Analysis of Int’l Competitiveness</li><li>IV. Labor Markets</li><li>V. Enhancing Agricultural Growth</li><li>VI. Financial Intermediation</li><li>VII. Public/Private Dialogue</li></ul> <u>Results in Policy Reform:</u> <ul style="list-style-type: none"><li>Tranche II benchmarks drafted</li></ul>	Yes  Yes Yes  Yes Yes Yes
		2000 to 2001	<u>Policy &amp; Regulatory Environment:</u> <ul style="list-style-type: none"><li>Reducing Inflation and the National Budget Deficit -- 13 activities</li><li>Streamlining the Trade Regime -- 5</li><li>Analysis of Int’l Competitiveness -- 2</li><li>Labor Markets -- 2</li><li>Enhancing Agricultural Growth -- 3</li><li>Financial Intermediation -- 8</li><li>Public/Private Dialogue -- 7</li></ul> <u>Results in Policy Reform:</u> <ul style="list-style-type: none"><li>8 Tranche II benchmarks completed</li></ul>	9 3  1 1 2  7 5  5
	2001	<ul style="list-style-type: none"><li>National Economic Summit</li></ul>		

o 2002	<ul style="list-style-type: none"> <li>• Key targets reached in each component based on Summit results</li> <li>• Trance III conditionalities drafted</li> </ul>	
2002t o 2003	<ul style="list-style-type: none"> <li>• Key targets reached in each component</li> <li>• Trance III conditionalities met</li> </ul>	

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## Performance Data Table

Objective Name: Increased Private Sector Growth			
Objective ID: 641-001-01			
Approved: 1997-07		Country/Organization: USAID GHANA	
Result Name: Increased Private Sector Growth			
Indicator: Increased Visitation and Revenue at the Key Central Region Tourist Sites			
Unit of Measure: US\$ revenue is in constant 1997 cedis; Numeric number of visitors by calendar year.	Year	Planned	Actual
Source: Conservation International, Ghana Wildlife Department, Ghana Board of Museums and Monuments, Site Records , Ghana Heritage Conservation Trust (GHCT)	1994	NA	Rev: \$15,761 Vtrs: 44,152
Indicator/Description: Number of visitors to Kakum National Park and two historic castles; and Revenue generated at Kakum Park, only from the Canopy Walkway.	1995	NA	Rev: \$48,221 Vtrs: 67,503
<p>Comments: Direct assistance in this project ceased this year but institutional building support and an endowment to the GHCT ensures sustainability of project activities. The revenue, complemented by the endowment, are essential for providing financial sustainability to ensure the conservation of the two national historic sites as well as Kakum National Park. Revenue also goes to the Ghana Wildlife Department, and the Ghana Museums and Monuments Board.</p> <p>-- 1994 was the Phase I baseline, and 1997 is the Phase II baseline.</p> <p>-- USAID support to the key Central Region tourist sties: the Cape Coast, Fort St. Jago and Elmina castles plus Kakum National Park -- has contributed significantly to Ghana being put on the world tourism map. These specific sites have received a number of major tourism industry awards. Kakum National Park, with its unique tree-canopy walkway, received the 1998 Conde Nast Traveler "Ecotourism Award" (from the tourism magazine with the largest worldwide circulation), and Kakum Park and the castles received the coveted global "Tourism for Tomorrow Award" for 1998, sponsored by British Airways.</p> <p>-- In addition to the increasing number of foreign visitors, the park and castles have also seen a dramatic rise in the number of Ghanaian visitors, and has been a major attraction for students.</p> <p>-- Entrance fees to all national tourist sites were increased 300%. In addition, this year the public sector share of revenue at the Central Region sites doubled to 30%. Both of these factors dampened visitation and reduced revenue to the Trust.</p>	1996	NA	Rev: \$76,416 Vtrs: 66,969
	1997(B)		Rev: \$189,657 Vtrs: 94,035
		Vtrs: 75,000	
	1998	Rev: \$136,000 Vtrs: 90,000	Rev: \$249,328 Vtrs: 131,004
	1999	Rev: \$254,000 Vtrs: 144,000	Rev: \$271,500 Vtrs: 171,300
	2000	Rev: \$274,000 Vtrs: 158,000	Rev: \$270,000 Vtrs: 177,710
	2001	Rev: \$296,000 Vtrs: 174,000	--
	2002	Rev: \$320,000 Vtrs: 190,000	--

## SO Text for SO: SO2: Increase Effectiveness of the Primary Education System

Country/Organization: USAID/Ghana

Objective ID: 641-002-01

Objective Name: Increased Effectiveness of the Primary Education System

Self Assessment: Exceeding Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

0% 1.1 Critical private markets expanded and strengthened  
0% 1.2 More rapid and enhanced agricultural development and food security encouraged  
0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable  
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened  
0% 2.2 Credible and competitive political processes encouraged  
0% 2.3 The development of politically active civil society promoted  
0% 2.4 More transparent and accountable government institutions encouraged  
100% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded  
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased  
0% 4.1 Unintended and mistimed pregnancies reduced  
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced  
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced  
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced  
0% 4.5 The threat of infectious diseases of major public health importance reduced  
0% 5.1 Threat of global climate change reduced  
0% 5.2 Biological diversity conserved  
0% 5.3 Sustainable urbanization including pollution management promoted  
0% 5.4 Use of environmentally sound energy services increased  
0% 5.5 Sustainable management of natural resources increased  
0% 6.1 Urgent needs in times of crisis met  
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Economic Prosperity

Primary Link to MPP Goals: Economic Development

Secondary Link to MPP Goals (optional): No Secondary Linkage

(Page limitations for narrative begin here):

#### Summary of the SO:

A literate and numerate human resource base is a prerequisite to sustained broad-based economic growth. The Quality Improvements in Primary Schools (QUIPS) Program helps build the nation's human resource base by strengthening the management capacity of district education offices, by improving the policy development and implementation process, by improving the quality of teaching through pupil-centered teaching methods and better classroom supervision, and by encouraging greater community involvement and participation.

#### Key Results:

FY2000 was a watershed year for the Education Program. QUIPS moved into all ten regions of Ghana and completed the two-year cycle of support in 45 schools in 15 districts. More importantly, recently obtained SO level data show that the 18,000 students in these 45 schools are scoring significantly higher on English and mathematics Criterion Referenced Tests than students nationwide (14.7% passing in English compared to 8.7% nationwide, and 7.7% passing in Mathematics compared to 4% nationwide). Equally impressive is the fall in the dropout rate at QUIPS Schools (4.9% compared to the national average of 7.2%). QUIPS teachers are now preparing daily lesson plans and covering the entire curriculum by the end of the year. They are actively engaging their pupils in discussion and group work rather than lecturing. School principals and school communities are working together to reduce teacher absenteeism. These important changes account for the impressive achievements noted above. By 2004, USAID/Ghana expects to have completed this program in a total of 330 schools in all 110 districts in Ghana to directly benefit a total of 132,000 students. The program will indirectly benefit the rest of Ghana's 3 million primary school pupils as changes introduced become more widespread throughout the system.

During FY 2000, the QUIPS program accelerated its activities with the initiation of activities in 72 new Partnership schools and communities bringing the total number of school/communities already participating in the program to 117. The SO exceeded all of its FY2000 targets for the three intermediate results reported on in last year's R4. In addition, results for two SO level indicators (drop-out rate and learning achievement) were very positive. The performance of the Ministry of Education (MOE) under Tranche III of the NPA program improved significantly in FY 2000. The MOE met four out of five Tranche III (Phase 1) benchmarks resulting in: 1) a national education personnel headcount and plan for timely payment of salaries; 2) development of a competency-based staff appraisal system; 3) development of an education study leave policy; and 4) creation of a framework and process for monitoring school performance at the primary level. The Tranche III (Phase 2) benchmark deadline was extended from December 31, 2000 to March 31, 2001. It is anticipated that deliverables for Tranche III benchmarks will be fully reviewed by late April 2001 (see Annex B and C for more detail on the NPA Program).

Remarkable strides were made this year in increasing community involvement in schools. The new Minister of Education specifically lauded the success of the QUIPS program in this area when he met with two U.S. Congressmen in January 2001. He indicated that he would like to see these community involvement approaches mainstreamed (integrated) in all school communities in Ghana.

The field work results of the mid-term assessment show that the community/school relationship has been dramatically transformed in most QUIPS Schools. Communities have taken ownership of their schools and now visit them regularly. They have put in place measures to ensure that students complete homework assignments and arrive to school on time. This is a dramatic change for communities that used to view the school as a foreign entity. During the year 1,500 Parent Teacher Association (PTA) members, and traditional and elected community leaders were trained in how to strengthen school management structures and monitor school performance. Intermediate result indicators in this area were exceeded with 78% of the communities actively involved in school decision-making, and 86% of the communities utilizing participatory methodologies to initiate school projects. Some of the changes at schools arising from this increased participation include increased student enrollments (particularly for girls), improved teacher attendance, newly built latrines, and the establishment of school lunch programs.

At the classroom level, the QUIPS in-service teacher development program has successfully improved the quality of teaching and learning and promoted effective supervision and support by principals. Interviews with principals and teachers during the Mid-Term Assessment revealed marked changes in attitudes and practices. They are now more committed to improving the learning in their classrooms. Teachers spoke passionately about the new skills they had gained to teach English and more difficult mathematical concepts. They proudly presented the detailed lesson notes they are now preparing over the weekend in order to improve the lessons they deliver during the week. Head teachers have acquired a new understanding of the importance of teacher supervision. Many of them are now using large wall charts to monitor how many units each teacher has covered in English and Maths and whether teachers are preparing lesson notes.

Lessons learned during the first two years of the project served as a basis for finalizing a series of eight school-based and residential workshop teacher training manuals. All IR indicators related to improving teaching and supervision were exceeded: 45% of QUIPS teachers are effectively use techniques to manage their classrooms (such as organizing students into groups). Effective teacher supervision is a critical factor in improving teaching. As a result of QUIPS training, 69% of headteachers now observe teachers and provide feedback to them.

#### Performance and Prospects:

During FY2000 noteworthy progress was made in mainstreaming QUIPS approaches from pilot schools to the wider system. The Project moved from developing manuals and training programs to integrating these tools into the government's Whole School Development (WSD) initiative which aims to improve the teaching and learning environment in 2200 schools. Some of the tools being integrated include a Circuit Supervisor Handbook, PTA Handbook, and the QUIPS approach to promoting community involvement. The PTA Handbook has been especially well received by PTA's in all ten regions in Ghana. For the first time, PTA's have a manual that helps them understand their responsibilities and how they can work with the school. GES staff responsible for implementing the Whole School Development (WSD) initiative has begun to participate in QUIPS training workshops. Principals from WSD schools are being encouraged by their district officers to visit nearby QUIPS schools in order to learn about some of the management and teaching practices that have been

introduced under QUIPS. Recommendations from the QUIPS Mid-Term Assessment suggest that the successful QUIPS approaches need to be more systematically institutionalized at national and district levels. The MOE supports this recommendation and will be working with USAID and its partners to develop strategies for achieving this.

The capacity of District Education Offices has grown considerably over the past two years and part of this growth is directly attributable to the capacity support that USAID has been providing. The districts have begun developing and implementing action plans to enable them to identify and achieve priority objectives. In some Districts these plans have included spreading the QUIPS program to additional schools. The management capacity growth trajectory at the national level has not followed the same positive growth patterns observed at the district level. While there are a number of committed and capable persons in the Ministry of Education and Ghana Education Service, these institutions have been hampered by serious management deficiencies, which include limited delegation of authority, confusion of roles and responsibilities between the MOE/GES, and weak financial and audit systems. The decision by the new Minister to hire a human resource specialist, a financial controller and an auditor has brought about some notable improvements.

#### Possible Adjustments to Plans:

A Participatory Mid-Term Assessment was undertaken in March 2001 to jointly review QUIPS project and non-project assistance components. Interviews with teachers and communities suggest that QUIPS has improved the quality of education in QUIPS schools in a very dramatic way. The NPA program is being closely examined to assess the relevant strength of this type of instrument to achieve SO Objectives. The findings of this assessment are likely to result in some modifications to current activities. During FY 2000 the MOE established an HIV/AIDS Taskforce which developed a strategic sector plan with USAID technical support. It is anticipated that USAID will provide support to HIV/AIDS Education activities in FY2001.

#### Other Donor Programs:

The education sector remains a priority for the Government of Ghana. The MOE works with several donors, including the European Union, the World Bank and the British Department for International Development who provide budgetary support and the German (GTZ) and Japanese (JICA) aid agencies and UNICEF who provide technical assistance in the area of teacher training and community mobilization respectively. USAID is generally the only donor providing substantial direct support to QUIPS schools and communities. Donors active in the education sector have met frequently over the past three months to draft a common discussion paper on key issues confronting the education sector. The donors plan to meet jointly with the new Minister of Education to discuss these issues. At a recent meeting with donors and local NGOs, the Minister expressed his commitment to decentralizing responsibility to the district level and to fostering a positive and effective working relationship with donors.

#### Major Contractors and Grantees:

QUIPS is implemented by the following U.S. contractors and private voluntary organizations: the Academy for Educational Development (with American Institutes for Research and Aurora

Associates), Catholic Relief Services, Education Development Center (with Save the Children and CARE); the International Foundation for Education and Self-Help (IFESH), and The Mitchell Group. (See Annex D for more detail on donor support to the education sector.)

**Performance Data Table**

Objective Name: SO2 Increased Effectiveness of the Primary Education System				
Objective ID: 641-0129				
Approved: 1997-07				
Indicator SO2.1 Percentage of students in partnership schools passing the Criterion Referenced Test (CRT) in English and Math				
<b>Unit of Measure: School</b>	<b>Year</b>	<b>Planned</b>	<b>Nation</b>	<b>Actual QUIPS</b>
<p><b>Source:</b> The MOE administers the CRT to Grade 6 pupils annually at the end of the school year in July.</p> <p><b>Indicator/Description:</b> The CRT was designed to monitor the overall level of Mathematics and English attainment among pupils just completing primary school. While this indicator targets an increase in the percentage of pupils in QUIPS schools passing the tests, as a point of comparison it also provides data on the percentage of pupils passing from a random sample of schools nationwide.</p> <p><b>Comments:</b> The CRT is administered by the Ministry of Education annually to grade 6 pupils in a random sample of 600-650 Ghana primary schools (~5%). The criteria for passing: Maths 55% and English 60%.</p> <p>The planned targets represent aggregated results for schools at different stages of QUIPS intervention and have been established according to the number of years the schools/communities have participated in the QUIPS interventions. QUIPS only provides two years of active support to a given cohort of communities and schools. Data reported in years 2001-2004 include data from schools that are actively involved in the program as well as schools that have completed the two-year cycle of QUIPS support; aggregated results are subject to the effects of some moderation in performance as a consequence of the withdrawal of active support. Therefore from 2002 the targets have been straightlined to account for some moderation in pupil performance anticipated for schools that are no longer participating in the QUIPS Program.</p> <p>In FY 2000 the QUIPS program was active in 117 schools.</p> <p>The 1998 and 1999 CRT was administered to 45 partnership schools. At the time of the 1999 CRT, 18 QUIPS schools (Cohort 1) had received a total of 18 months of support and twenty-seven (cohort 2) schools had received 12 months of support. In FY2000 the CRT was administered in 117 schools; however, the data is not likely to be available until late April 2001.</p>	1997 Baseline	N/A	6.2 %	English ----- Math 2.7 % -----
	1998 <sup>3</sup>			<b>Nation QUIPS</b>  Not Available. <sup>3</sup>
	1999	<b>QUIPS</b> English 11.7% Math 7.0%	8.7%	<b>Nation QUIPS</b> English 14.7% Math 7.7%
	2000	<b>QUIPS</b> English 14% Math 8.0%		
	2001	<b>QUIPS</b> English 13.7% Math 8.5%		
	2002	<b>QUIPS</b> English 12.7% Math 8.0%		
	2003	<b>QUIPS</b> English 12.7% Math 8.0%		
	2004	<b>QUIPS</b> English 12.7% Math 8.0%		

<sup>3</sup> Due to lack of funding the 1998 CRT was not administered until March 1999 to primary 6 students in Cohort 1 and 2 schools (as opposed to July 1998). Since the school year was only two-thirds completed in March pass rates were not valid measurements and therefore CRT pass scores are not provided for 1998.

**Performance Data Table**

Objective Name: SO2 Increased Effectiveness of the Primary Education System			
Objective ID: 641-0129			
Approved: 1997-07			
Indicator: SO2.4 Percentage of pupil dropout in QUIPS partnership schools compared to the National rate.			
Unit of Measure: Pupil	Year	Planned for QUIPS	Actual
<p><b>Source:</b> Annual primary school census conducted by the Ministry of Education (MOE). School based statistics including enrolment, repeater, and transfer data disaggregated by grade and gender are collected internally for the partnership schools as a cross-validation of the National statistics.</p> <p><b>Indicator/Description:</b> Rate of pupil dropout is defined as the <i>residual dropout rate</i>, or the proportion of pupils registered in a given school year who fail to enroll the following year (excluding transfers to another school). More specifically, residual pupil dropout rate is calculated as the proportion of pupils from Grade X in Year X who were not promoted to Grade X+1 the following year, not retained in the same grade, and have not transferred to a different school. The rates of pupil dropout for males and females, estimated from the National Primary School Census Data, are compared to the dropout rates of males and females attending QUIPS schools.</p> <p><b>Comments:</b> The focus of this indicator has been changed from pupil retention rates to pupil drop out rates. The conventional measures of pupil retention are rates of pupil dropout and promotion. In the Ghana context, rate of pupil dropout was considered the most appropriate indicator for monitoring QUIPS impact on pupil retention as opposed to promotion because Ghana policy requires that primary school pupils are promoted. Even though all schools may not adhere strictly to the “no repetition” policy, pupil promotion rates tend to be relatively high (and rates of pupil repetition tend to be low). Therefore, pupil dropout was considered to be a more meaningful performance indicator for addressing pupil retention. Furthermore pupil dropout, particularly for girls and particularly for rural communities in the Northern regions is known to be a problem in Ghana’s primary schools. Inspection of pupil dropout rates at different grade levels is also important when considering QUIPS impact.</p> <p>The 1998 year represents the percentage of pupils enrolled in the 1996/1997 school year who dropped out of school and did not register in the 1997/1998 school years and so forth. The planned results are the expected rates of pupil dropout for the QUIPS schools. Planned results for the QUIPS schools on pupil dropout, though expected to be lower than the National levels, is not anticipated to be dramatic because pupil dropout is impacted by a wide range of factors, some of which may not be related to the school and community interventions (e.g., family economics and health factors).</p> <p>QUIPS only provides two years of intensive active support to a given cohort of communities and schools. Because data reported in years 2001-2004 reflect both active and inactive cohorts aggregated targets are subject to the effects of some moderation in performance as a consequence of the withdrawal of support. Therefore from 2001 the targets have been straightlined to account for moderation in pupil dropout rate anticipated for the inactive cohorts.</p> <p>The actual dropout rates for FY2000 are the percentage of pupils from Cohort 1 and 2 schools who dropped out between 1998/99 and 1999/00 academic years. Cohort 3 was not included in this calculation because the Cohort 3 intervention did not begin until the 1999/00 academic year. At the time of these calculations the Cohort 1 and Cohort 2 schools had received 1 year of QUIPS support.</p>	1998 <sup>1</sup> Baseline		<b>TOTAL</b> <b>9.1%</b> Males        8.8% Females      9.4%
	1999 <sup>2</sup>	<b>TOTAL</b> <b>8%</b> Males        8% Females      8%	
	2000	<b>TOTAL</b> <b>7%</b> Males        7% Females      7%	National QUIPS <b>TOTAL</b> <b>7.2%</b> <b>4.9%</b> Males      6.7%    4.7% Females    7.6%    5.1%
	2001	<b>TOTAL</b> <b>6.5%</b> Males        6.5% Females      6.5%	
	2002	<b>TOTAL</b> <b>6.5%</b> Males        6.5% Females      6.5%	
	2003	<b>TOTAL</b> <b>6.5%</b> Males        6.5% Females      6.5	
	2004	<b>TOTAL</b> <b>6.5%</b> Males        6.5% Females      6.5%	

<sup>1</sup> The baseline is given by the residual dropout rate for the Nation calculated for pupils retained between the 1997/1998 and 1998/1999 school years.

<sup>2</sup> Due to invalid entries for transfers in the 1997/1998 Primary School Censuse (EMIS) data, valid dropout rates could not be calculated for this reporting year.

**Performance Data Table (Reported on in R4 2002)**

Objective Name: SO2 Increased Effectiveness of the Primary Education System			
Objective ID: 641-0129			
Approved: 1997-07			
Result Name: IR.2.1 Improved Teaching and Supervision			
Indicator 2.1.1 Percentage of teachers using pupil-focused instructional practices in Partnership Schools			
Unit of Measure: Teacher	Year	Planned	Actual
<p><b>Source:</b> QUIPS Classroom Observation Instrument (COI) collected by AED and CRS for schools in the Southern and Northern Regions, respectively.</p> <p><b>Indicator/Description:</b> Percent of teachers who use instructional techniques that facilitate active student participation, including the use of relevant instructional materials and effective lesson plans.</p> <p><b>Comments:</b> Classroom observation data is collected by AED and CRS Teacher Trainers by sampling teachers in all QUIPS schools at the beginning of the two-year cycle of support and at the end of each school term during the 2-year QUIPS interventions. After QUIPS support has been withdrawn, teachers from 30% of the schools in Cohort 1 and Cohort 2 will be observed and teachers from 20% of the schools in Cohorts 3-5 will be observed annually. The classroom observation instrument was modified in June 2000. The current scoring criteria is associated with eight key observations of pupil-focused instruction. A teacher is counted in the percentage calculation for this indicator if a satisfactory score ("3" or better) is obtained on at least 4 of the 8 COI items associated with this indicator.</p> <p>Pupil-focused instruction is assessed according to ratings on the following items:            (1) Uses a variety of teaching methods effectively.            (2) Provides a variety of methods for evaluating students.            (3) Provides opportunities for pupils to use materials.            (4) Uses questioning effectively.            (5) Facilitates learner questioning.            (6) Facilitates critical and creative thinking.            (7) Provides feedback to learners.            (8) Encourages all pupils to participate.</p> <p>Performance on these items are rated on a 4-point scale (i.e., a high of "4" and a low of "1"), with ratings anchored to detailed descriptions for each behavior observed.</p> <p>QUIPS only provides two years of active support to a given cohort of communities and schools. Considering that data reported in years 2001-2004 reflect both active and inactive cohorts aggregated results are subject to the effects of some moderation in performance as a consequence of the withdrawal of support for the inactive cohorts. Therefore from 2001 the targets have been straightlined to account for some moderation in use of pupil focused instructional practices anticipated for the inactive cohorts.</p> <p>FY 2000 Number of schools sampled and number of years of support received during the current reporting year:            Cohort 1: 78 teachers were sampled from a total of 124 teachers in 18 schools (2 yrs support).            Cohort 2: 148 teachers were sampled from a total of 242 teachers in 27 schools (2 yrs support).            Cohort 3: 353 teachers were sampled from a total of 440 teachers in 72 schools (1 yr support).</p>	1998 Baseline	N/A	15%
	1999	20%	37%
	2000	35%	45% Aggregate Cohort 1- 60% Cohort 2- 58% Cohort 3- 38%
	2001	45%	
	2002	52%	
	2003	55%	
	2004	60%	

**Performance Data Tables (Reported on in R4 2002)**

Objective Name: SO2 Increased Effectiveness of the Primary Education System			
Objective ID: 641-0129			
Approved: 1997-07			
Result Name: IR 2.3 Increased Community Participation			
Indicator 2.3.1: Percentage of communities active in school decision-making in Partnership Schools.			
Unit of Measure: Community	Year	Planned	Actual
<p><b>Source:</b> QUIPS Best Practices Assessment Instrument, collected by EDC and CRS in the Southern and Northern regions, respectively.</p> <p><b>Indicator/Description:</b> Communities judged to be active in school decision making are defined as communities that reach <i>high performance</i> in the Empowerment focus area, as measured by the Best Practices Assessment Instrument. The Empowerment focus area is defined by two sub-objectives:</p> <ol style="list-style-type: none"> <li>1) Empower Local People to Act. The assessment of this sub-objective is based on the existence and effectiveness of SMC and PTA structures, the level and inclusiveness of community involvement in decision-making, and the respect and responsiveness of the school to community views.</li> <li>2) Roles and Responsibilities of Community Members. The assessment of this sub-objective is based on community members' knowledge, acceptance, and performance of their roles in respect of education.</li> </ol> <p>A community is considered in the high performance range of the 5-point scale and entered into the calculation for this indicator if it is assigned a rating of 1 or 2 on one of these sub-objectives and a rating of 1, 2, or 3 on the other sub-objective.</p> <p><b>Comments:</b> EDC and CRS administer the Best Practices Instrument to all communities at the beginning of each two-year cohort cycle and immediately following the two- year QUIPS intervention cycle. Mid-cycle results and results from cohorts in the years after QUIPS support has been withdrawn are based on a 33% random sample of communities, stratified by Cohort and by communities in the Northern and Southern Region.</p> <p>Because QUIPS only provides two years of active support to a given cohort of communities and schools, community participation in school decision making may moderate after active support has ended. In years 2001 - 2004, data reported in the R4 will reflect both active and inactive cohorts. By continuing to include inactive cohorts, the SO is able to assess the extent to which community participation has been indigenized and sustained.</p> <p>The planned results represent aggregated targets for communities at different stages of intervention and have been weighted according to the number of years of active support the communities have received and where applicable, the number of years beyond the period of active support.</p> <p>In FY2000 all 18 communities in Cohort 1 and all 27 communities in Cohort 2 were evaluated as part of the post-intervention cycle impact assessment. A 33% random sample of the 54 Cohort 3 communities in the South (18/54 communities) and all of the Cohort 3 communities in the North (18 communities) were included in the calculation of actual results for FY2000.</p> <p>FY 2000 Number of communities meeting criteria and the number sampled from each cohort during the current reporting year are presented below. Cohort 1: 16/18 Cohort 1 communities met criteria (2 yrs support). Cohort 2: 20/27 Cohort 2 communities met criteria (2 yrs support) Cohort 3: 36 out of 72 Cohort 3 communities were sampled; 14/18 communities sampled in the South and 13 out of all 18 communities in the North met criteria (1 yr support).</p>	1998 <sup>1</sup> Baseline		<b>11%</b>
	1999	65%	<b>87% Aggregate</b>  (Cohort 1 1 00%) (Cohort 2-78%)
	2000	70%	<b>78% Aggregate</b>  (Cohort 1-89%) (Cohort 2-74%) (Cohort 3-76%)
	2001	75%	
	2002	75%	
	2003	75%	
	2004	75%	

<sup>1</sup> The actual baseline given for Cohort 1 in 1998 is taken from a sample of comparison schools because the Cohort 1 schools had been engaged in some active community interventions at the time the Baseline Assessment Instrument used for this data collection was finalized.

**Performance Data Table (Reported on in R4 2002)**

Objective Name: SO2: Increased Effectiveness of the Primary Education System			
Objective ID: 641-0129			
Approved: 1997-07			
Result Name: IR 2.4 Improved Learning Environment			
Indicator 2.4.2: Number of communities and schools in partnership districts implementing Community School Improvement Plans			
Unit of Measure: Communities/Schools	Year	Planned	Actual
<p><b>Source:</b> QUIPS Community-School Improvement Plan (C-SIP). Results to be collected, reviewed and evaluated by AED and CRS, with the support of EDC.</p> <p><b>Indicator/Description:</b> Community-School Improvement Plans are a planning tool to assist the school in developing and achieving targets in the areas of: teaching and learning; school management; infrastructure/access; and community participation. Schools/ communities that are successful in the following two areas will be considered as successful implementers of the C-SIP:</p> <ol style="list-style-type: none"> <li>1) meeting annual targets; and</li> <li>2) modifying targets annually to meet the changing requirements of school improvements.</li> </ol> <p>Successful performance on the above criteria will be determined through a self-assessment process.</p> <p><b>Comments:</b> The Community-School Improvement Plan is completed by all schools-communities during the first year of QUIPS Interventions. During this year the QUIPS team works closely with the schools and communities in teaching them the action plan methods and supporting them as they work to meet the first school improvement targets. Considering the intense levels of assistance provided by the QUIPS teams schools and communities are expected to reach as many as 3 targets a year during the two-year intervention cycle. At the end of the 2-year intervention communities and schools are expected to continue using the action plan process to set new school improvement goals and to meet these goals or targets. Therefore, in the years following the two-year intervention period schools/communities are expected to reach at least one school improvement target annually. Beginning in the second year of the program the communities/schools will also be required to show that the C-SIP is being modified to address new school improvement needs. Therefore, schools/communities are expected to add at least one new school improvement target each year following the first year of QUIPS support.</p> <p>Data used to measure performance on the C-SIP will be evaluated during the last term of the school year for all partnership schools during the 2-year QUIPS intervention cycle. In addition, after QUIPS support has been withdrawn, SMCs will interviewed annually in 30% of the school-communities in Cohorts 1- 2 and in 20% of the school-communities in Cohorts 3 –5. The following procedure is undertaken in order to derive an estimated count of schools meeting criteria in a reporting year: actual counts of schools “passing” are entered into the table for active cohorts; for inactive cohorts, the percentage of schools passing in the cohort sample is multiplied times the total number of schools in that cohort and this estimated count of schools meeting criteria for passing is entered in the table for the cohort for a particular reporting year.</p> <p>The number of schools sampled and the total number of partnership schools in a cohort for each reporting year.</p> <p>FY 1999: 45 schools/communities sampled from a total of 45 Cohorts 1, 2, and 3 schools/communities (No cohorts inactive)</p> <p>FY2000: 117 school/communities will be sampled from a total of 117 Cohorts 1, 2 and 3 school/communities (No cohorts inactive).</p> <p>FY2001: 164 school/communities will be sampled from a total of 195 Cohort 1, 2, 3, and 4 school/communities (Cohort 1 &amp; 2 inactive).</p> <p>FY2002: 190 school/communities will be sampled from a total of 279 Cohort 1, 2, 3, 4, and 5 school/communities (Cohort 1, 2 &amp; 3 inactive).</p> <p>FY2003: 179 school/communities will be sampled from a total of 330 Cohort 1, 2, 3, 4, 5, and 6 school/communities (Cohort 1, 2, 3 &amp; 4 inactive).</p> <p>FY2004: 112 school/communities will be sampled from a total of 330 Cohort 1, 2, 3, 4, 5, and 6 school/communities. (Cohort 1, 2, 3, 4, &amp; 5 inactive).</p>	1998 <sup>1</sup>		0
	1999	45	<b>40 Total</b>
	2000	75	<b>80 Total</b> (Cohort 1- 9) (Cohort 2-17) (Cohort 3-54)
	2001	123	
	2002	210	
	2003	210	
	2004	210	

<sup>1</sup> This indicator presupposes the training of schools and communities in the use of the Community-School Improvement Plan (C-SIP). Therefore the baseline on this is 0% because this training is a part of the QUIPS year one intervention.

## SO Text for SO: SO3: Improved Family Health

Country/Organization: USAID Ghana

Objective ID: 641-003-01

Objective Name: Improved Family Health

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

0% 1.1 Critical private markets expanded and strengthened  
0% 1.2 More rapid and enhanced agricultural development and food security encouraged  
0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable  
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened  
0% 2.2 Credible and competitive political processes encouraged  
0% 2.3 The development of politically active civil society promoted  
0% 2.4 More transparent and accountable government institutions encouraged  
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded  
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased  
32% 4.1 Unintended and mistimed pregnancies reduced  
27% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced  
9% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced  
25% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced  
7% 4.5 The threat of infectious diseases of major public health importance reduced  
0% 5.1 Threat of global climate change reduced  
0% 5.2 Biological diversity conserved  
0% 5.3 Sustainable urbanization including pollution management promoted  
0% 5.4 Use of environmentally sound energy services increased  
0% 5.5 Sustainable management of natural resources increased  
0% 6.1 Urgent needs in times of crisis met  
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Global Issues: Environment, Population, Health

Primary Link to MPP Goals: Health

Secondary Link to MPP Goals (optional): Population

(Page limitations for narrative begin here):

Summary of the SO:

This SO contributes to the Agency goal of stabilizing world population and protecting human health. It supports the US Mission Performance Plan by contributing to reduced fertility, improved maternal and child health and reduced spread of sexually transmitted diseases. High fertility, high infant mortality and an escalating HIV epidemic are critical health challenges in

Ghana. SO3 strives to increase contraceptive use, slow the spread of HIV and improve child health, through activities designed to improve demand, access, quality and policies related to health services. SO3's beneficiaries are Ghanaian children under five years and women and men of reproductive age.

During FY01 and FY02, USAID will use Child Survival (CSD) funding to support integrated case management of childhood illness, polio eradication, strengthening of routine immunization, nutrition and vitamin A supplementation. Infectious Disease (IFD) funds will be used for malaria control and a new surveillance initiative. HIV/AIDS funds will address the epidemic through a well coordinated array of prevention activities. USAID will use Development Assistance (DA) funds to support improved access to quality family planning services, including a new multi-media demand-generation campaign, continued training of health workers and social marketing of contraceptives. A new district-based initiative will place public health nurses in the community to provide integrated child survival and family planning services in FY 01 and FY02.

#### Key Results:

Previously, the 1998 DHS final report documented a decline in fertility from 6.4 in 1988 to 5.5 in 1993 and to 4.6 in 1998. Further analysis carried out in FY00 revealed that this decline is partially due to increased contraceptive use. Use of modern methods rose from 5% to 13.3% and contraception is now used more effectively than before. Ghanaian women have narrowed the gap between desired and actual number of children, but there remains a high level of unmet need for family planning with 34% wanting to space or limit their family size, but not using a method of contraception. Overall, the family planning program increased couple years of protection (CYP) by 3% in FY00, slightly less than the targeted 5%. SO3 exceeded expectations in HIV prevention during 2000 with HIV prevalence rate of less than 5 percent. Expectations were also exceeded with the child survival results. Immunization coverage continues to increase, reaching an estimated 75% of infants in 2000.

#### Performance and Prospects:

Ghana has recently voted in a new government that has clear priorities in the health sector. HIV/AIDS population and malaria control have taken on greater importance in the new government's first budget. Health finance reform is expected as the new government explores alternatives for health insurance and cost recovery, including community based health insurance schemes.

HIV/AIDS Prevention: SO3 exceeded expectations in HIV/AIDS by breaking the general complacency towards the epidemic through high profile activities and persistent advocacy efforts. USAID supported the Government with technical assistance to develop a national HIV/AIDS policy. In addition, a National Strategic Framework has been developed to prioritize interventions, and a National AIDS Commission chaired by the President is now coordinating a multi-sectoral response.

Since February 2000, USAID/Ghana guided the high profile, multi-media campaign to combat HIV/AIDS, dubbed "Stop AIDS, Love Life" which included radio and TV spots and testimonials by people with AIDS, supported with massive distribution of print materials. The campaign reached into rural areas with audio-visual vans and road shows visiting and

providing information on HIV/AIDS to Ghanaians in all ten regions. Success of the campaign is indicated not only by a dramatic increase in condom distribution by as much as 40%, but also by increased coverage of the issue of HIV/AIDS by the national media network.

USAID continues its strategic focus on high-risk groups with innovative approaches. The work with the Police force has intensified and a new program with the Ghana Armed Forces was launched in April 2000. The focus on miners continues and professional drivers are now targeted on a national scale. Treatment of Sexually Transmitted Diseases (STDs) was improved with the training of over 600 clinicians in STD management and counseling. USAID's HIV/AIDS small grants program began with grants to several NGOs for counseling and peer education for youth. Preparations have been made to expand support to NGOs, especially faith-based organizations this year. In addition a workplace based program will target major Ghanaian corporations in a 'corporate social responsibilities' program.

Family Planning: Most of the CYP increase in FY00 is due to the social marketing program. In response to recommendations of the 1999 evaluation, the Ghana Social Marketing Foundation intensified marketing of key products and reorganized the distribution system, increasing its CYP output by 37%.

Performance of the other major USAID supported programs varied. AVSC's program can be credited with a 290% increase in NORPLANT® acceptors over two years. With the training of 145 nurses, clients no longer have to wait for a physician to insert NORPLANT®. Hormonal contraceptives such as Depo-Provera® and oral contraceptives have increased from 46% to 63% of the total CYP in a five year period, replacing less effective methods.

The MoH CYP contribution decreased 15%. It is expected that this trend can be reversed by helping the MoH focus on its mandate as the main provider of long-term methods, by upgrading 150 clinics to full-service sites. The MoH is well positioned to expand access to a comprehensive package to rural clients with limited access to private health care infrastructure, with implementation of the Community Health Planning and Services Program (CHPS). In FY00, CHPS grew from a concept to a full program, with development of manuals and materials for training and implementation. Several districts have already initiated the CHPS process with their own resources. In FY01, the fully integrated CHPS program will be functional in 20 of the 110 districts.

To enhance CYP levels, the Planned Parenthood Association of Ghana (PPAG) focussed on the more effective, 'intensive district' Community Based Distribution approach. The Mission will support PPAG in the coming year to expand this successful program with 480 community agents and further improving the quality of field supervision in all 12 of its districts.

An important new program activity expected to boost CYP output for all implementing partners is a family planning demand generation initiative. The multi-media campaign, to be launched in FY 01, will address the fear of side effects, a major deterrent to use. Pre-service training at regional medical and 10 midwifery schools will be expanded, helping to ensure a supply of competent providers in reproductive health. USAID will also continue to support dissemination of the reproductive health guidelines through district training programs.

Child Survival: National immunization coverage rose for the fifth consecutive year. Preliminary estimates are that routine DPT3 coverage reached 75% while coverage during the polio National Immunization Days (NIDs) were in excess of 90%. USAID has enabled this trend by supporting an expansion of the cold chain, social mobilization activities and funding through WHO and UNICEF for the National Immunization Days.

With USAID support, the MoH conducted in July, the first stand-alone nationwide round of vitamin A supplementation, where over 80% of children 6 months to 5 years of age were reached. USAID supports the MoH to improve breast feeding and child feeding through community based activities of NGOs in an area of Northern Ghana. Household surveys show that exclusive breastfeeding rates are 50% (69% versus 45%) higher in targeted communities.

The MoH, with technical support from the USAID funded BASICS Project, began training in Integrated Management of Childhood Illness (IMCI) in November. The same month, a USAID supported nationwide advertising campaign was launched to promote the purchase of bednets and other Insecticide Treated Materials (ITMs). This activity addresses the high health burden of malaria in Ghana, which accounts for over 20% of mortality of children under five.

Two PL480 Title II projects address child health. The Catholic Relief Services (CSR) carries out food-assisted child survival activities in 27 communities. The Adventist Development and Relief Agency (ADRA) continues to support 580 community agents to carry out nutrition and sanitation education.

#### Possible Adjustments to Plans:

Intermediate Result, 3.1, "Improved use of Reproductive Health Services," now has a separate sub-intermediate result for HIV/AIDS prevention, to elevate its importance.

#### Other Donor Programs:

The health sector is characterized by a high quality donor partnership with a competent MoH. USAID participates with other donors, including the World Bank, the United Kingdom, the European Union and Denmark, in sector-wide review and planning meetings, encouraging partners to take advantage of the complementary capabilities of private sector institutions. USAID is working with other key donors such as the UNFPA, UNICEF and WHO in the areas of reproductive health and child survival. USAID assumes a leadership role with UNAIDS in the area of HIV/AIDS, with active participation in the UN Theme Group and by chairing the Technical Working Group. More recently, SO3 has increased its collaboration with DFID, in order to co-finance condom social marketing in Ghana.

#### Major Contractors and Grantees:

This SO is implemented through private non-profit Ghanaian associations such as the Ghana Social Marketing Foundation and the Planned Parenthood Association of Ghana; U.S. private voluntary organizations, including Africare and Care International; and Cooperating Agencies such as PRIME, Family Health International, the John Hopkins University, BASICS, and the Academy for Educational Development.

## Performance Data Table

<b>OBJECTIVE:</b> Improved Family Health			
<b>Objective ID:</b> 641-003-01			
<b>APPROVED:</b> April 1997		<b>Country/Organization:</b> Ghana	
<b>RESULT NAME:</b> Increased Use of Reproductive Health Services (3.1)			
<b>INDICATOR:</b> Condoms Distributed			
<b>UNIT OF MEASURE:</b> Number (millions)  <b>SOURCE:</b> Service statistics reported by USAID-supported implementing agencies, including the Ghana Social Marketing Foundation (GSMF), Planned Parenthood Association of Ghana (PPAG), and the Ministry of Health (MOH).  <b>INDICATOR DESCRIPTION:</b> The total number of condoms sold or distributed through the three major programs supported by USAID during the year.  <b>COMMENTS:</b> Targets were revised downward in 1999 based on experience to date and the GHANAPA assessment finding that previous targets were overly ambitious.  * indicates a previously reported target.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1993		4.3 (B)
	1997		7.8
	1998		10.2
	1999		9.5
	2000	12	13.3
	2001	13.5 (15) *	
	2002	15	
	2003	16.5	

The success of the USAID supported mass media campaign “Love Life, Stop AIDS” is reflected by a 40% increase of the number of condoms distributed during FY00. The increase in condom sales is also a result of the success of USAID’s targeted intervention at high-risk groups such as commercial sex workers, miners, professional drivers and all unformed services

The “Stop AIDS, Love Life” campaign has penetrated into the rural areas with over 80% of respondents in six different towns throughout Ghana having seen the logo or heard the messages on TV or radio. Over one million HIV/AIDS brochure have been distributed nationwide. The US Consular Section alone distributes about 5,000 brochures a month.

## Performance Data Table

<b>OBJECTIVE:</b> Improved Family Health			
<b>Objective ID:</b> 641-003-01			
<b>APPROVED:</b> April 1997		<b>Country/Organization:</b> Ghana	
<b>RESULT NAME:</b> Increased Use of Reproductive Health Services (3.1)			
<b>INDICATOR:</b> Couple Years Protection (CYP)			
<b>UNIT OF MEASURE:</b> Number (000)  <b>SOURCE:</b> Service statistics reported by USAID-supported implementing agencies, including the Ghana Social Marketing Foundation (GSMF), Planned Parenthood Association of Ghana (PPAG), the Ministry of Health (MOH), and AVSC/Ghana.  <b>INDICATOR DESCRIPTION:</b> An estimate of the protection against pregnancy provided by a family planning services during a period of one year based upon the volume of all contraceptives sold or distributed free of charge to clients during that year. Proxy for CPR during non-DHS years.  Conversion rates used in Ghana are: 100 condoms or VFTs = 1 year, 13 pill cycles = 1 year, 4 depo provera = 1 year, IUD = 2.5 years, Norplant = 3.5 years, sterilization = 8 years.  <b>COMMENTS:</b> In 1999, the Mission and its partners reviewed the family planning targets and revised them downward based upon experience to date, DHS results and the GHANAPA Assessment <sup>1</sup> finding that original targets were overly ambitious and unrealistic for the specified time frame.  * Previous targets are indicated in parentheses.	<b>YEAR</b>	<b>PLANNED</b> *	<b>ACTUAL</b>
	1994		416 (B)
	1995	(509)	505
	1996	(592)	479
	1997	(677)	483
	1998	(768)	596
	1999	625 (861)	593
	2000	655 (955)	612
	2001	685	
	2002	715	
	2003	750	

In 2000, CYP fell two percentage points short of the targeted five percentage points increase. Analysis indicates that this is mainly the result of a disappointing performance by the MoH, whereas the other main implementing organizations, PPAG and GSMF, achieved an increase in CYP through community-based distribution and social marketing, respectively.

Efforts are underway to boost CYP output, including a multi-media demand-generation campaign; a program to post Community Health Nurses in the rural communities and intensify the CBD program; and efforts to improve the quality of care in 150 full-service sites.

U:/PUBLIC/SO3/R4/CYP2000 Indicator Table.doc

<sup>1</sup> Assessment of the Ghana AIDS and Population (GHANAPA) Project, TVT Associates, October 1999.

## Performance Data Table

<b>OBJECTIVE:</b> Improved Family Health			
<b>Objective ID:</b> 641-003-01			
<b>APPROVED:</b> April 1997		<b>Country/Organization:</b> Ghana	
<b>RESULT NAME:</b> Increased Use of Selected Child Health Services (3.2)			
<b>INDICATOR:</b> Full Immunization of Children			
<b>UNIT OF MEASURE:</b> Percent  <b>SOURCE:</b> Service statistics reported by the Ministry of Health (MOH) divided by the estimated target population.  <b>INDICATOR DESCRIPTION:</b> An estimate of the proportion of living children between the ages of 12 and 23 months who have received the third dose of the DPT vaccine by their first birthday.  <b>COMMENTS:</b> The 1998 DHS found a DPT3 coverage rate of 68% as compared to the 1998 MOH reported rate of 67 percent. This close comparability confirmed the validity of the MOH statistics as a source for annual data on immunization. The 2000 DTP3 coverage rate is preliminary until release of the 2000 census data, providing the precise target population figure.  * = Previous targets are indicated in parenthesis	<b>YEAR</b>	<b>PLANNED</b> *	<b>ACTUAL</b>
	1995		52 (B)
	1996	55	51
	1997	60	60
	1998	65	67
	1999	69	69
	2000	72	75 (prelim)
	2001	77 (75)	
	2002	79 (76)	
	2003	80 (77)	

FY 2000 MoH statistics indicate that immunization rates continue to climb in Ghana. During FY 2000, USAID supported this increase by funding the planning and execution of immunization activities, including procurement, micro-planning and social mobilization activities, particularly in the underserved Northern Regions.

Since the target for FY 2001 was achieved in FY 2000, targets were adjusted upwards.

## Performance Data Table

<b>OBJECTIVE:</b> Improved Family Health			
<b>Objective ID:</b> 641-003-01			
<b>APPROVED:</b> April 1997		<b>Country/Organization:</b> Ghana	
<b>RESULT NAME:</b> Increased Use of Reproductive Health Services (3.1)			
<b>INDICATOR:</b> HIV Prevalence			
<b>UNIT OF MEASURE:</b> Percent  <b>SOURCE:</b> National AIDS/STD Control Program (NACP) sentinel surveillance site reports.  <b>INDICATOR DESCRIPTION:</b> The proportion of antenatal women who test HIV positive at 22 national sentinel sites.  <b>COMMENTS:</b> SO3's objective is to stabilize the HIV epidemic at an increase of less than one percent per year. From 1995-97, MOH reports provided a range of prevalence rather than a specific point.  UNAIDS has a technical working group currently assessing how reliable the antenatal sentinel surveillance reports are as a proxy of HIV prevalence for the general population aged 15-49 years. As a result of these consultations, we have moved from targeting a range of prevalence (e.g., 5-8%) to a specific level (e.g., <6%).  The presently reported level is derived by averaging results per region and weighing these for population size, as calculated.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1994		2.4 (B)
	1995		1-4
	1996		1-4
	1997		1-4
	1998		4.6
	1999	< 5	< 5
	2000	< 6	<5
	2001	< 7	
	2002	< 8	
	2003	< 9	

A CDC report commended the surveillance system in Ghana and noted that it has a sufficiently large sample. It noted also that procedures for data collection could be more comprehensively documented and that quality assurance measures could be enhanced. CDC will provide assistance in FY 2001 and FY 2002 to implement these measures.

Two other research activities are underway to help monitor the HIV/AIDS program: a behavioral surveillance study (BSS) to measure risk behavior among special target groups such as the youth, policemen, miners and commercial sex workers; another study to measure quality of care for STD treatment. Results from both studies are expected during FY 2001.

## SO Text for SO: 641-004-01 Public Policy Decisions Better Reflect Civic Input

Country/Organization: USAID/Ghana

Objective ID: 641-004-01

Objective Name: Public Policy Decisions Better Reflect Civic Input

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

0% 1.1 Critical private markets expanded and strengthened  
0% 1.2 More rapid and enhanced agricultural development and food security encouraged  
0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable  
10% 2.1 Rule of law and respect for human rights of women as well as men strengthened  
25% 2.2 Credible and competitive political processes encouraged  
35% 2.3 The development of politically active civil society promoted  
30% 2.4 More transparent and accountable government institutions encouraged  
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded  
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased  
0% 4.1 Unintended and mistimed pregnancies reduced  
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced  
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced  
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced  
0% 4.5 The threat of infectious diseases of major public health importance reduced  
0% 5.1 Threat of global climate change reduced  
0% 5.2 Biological diversity conserved  
0% 5.3 Sustainable urbanization including pollution management promoted  
0% 5.4 Use of environmentally sound energy services increased  
0% 5.5 Sustainable management of natural resources increased  
0% 6.1 Urgent needs in times of crisis met  
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Democracy

Primary Link to MPP Goals: Democracy and Human Rights

Secondary Link to MPP Goals (optional):

(Page limitations for narrative begin here):

Summary of the SO:

This past year Ghana witnessed the first transfer of power in its history from one democratically-elected president to another. The Mission's Democracy/Governance SO is well-positioned to capitalize on Ghana's continuing democratic consolidation in the coming year, and can also point with satisfaction to several positive contributions it made to the

successful December 2000 elections. The core focus of the Mission's Democracy/Governance SO is on strengthening the effectiveness of civil society and elected institutions at both the local and national levels – not only strengthening their independence, but also enhancing their ability for productive interaction. The result is a better policy-making environment that strives to incorporate the interests of civil society, members of Parliament (MPs) and local assemblies, and local/national officials with those of the executive branch. The primary program objectives, reflected in the SO's four intermediate results, are: (1) Enhanced effectiveness of Parliament to represent citizen interests; (2) Improved effectiveness of local and national civil society organizations to influence policy; (3) Local government decision making processes are more participatory; and (4) Increased citizen access to information for improved education, governance and accountability. The SO achieves these results through the following programs, several of which are cross-cutting in relation to the Intermediate Results just listed: a legislative strengthening program, a local government/civil society program working in 10 project districts, national level anti-corruption efforts, and an Information Technology support project (through the EDDI initiative). In addition to these projects, the SO has been able historically, and again in this past year, to provide key support for Ghana's Electoral Commission. The SO was able to program \$1.5 million in ESF funds in support of both the first-round and run-off national elections, which were held on December 7, 2000, and on December 28, 2000. USAID provided both technical assistance and sorely-needed foreign exchange for purchase of imported election commodities. While the ultimate customer of this SO is Ghanaian civil society, immediate customers are the several hundred civil servants and local civil society leaders in the 10 project districts of the local governance program, the 200 MPs of Parliament, the specific governance institutions and NGOs who have been recipients of the IT support program, and local community members benefiting from the Community Learning Centers sponsored by the SO's EDDI program.

The SO's legislative strengthening program is focused on developing a new and functional Parliamentary drafting unit (facilitating Private Member legislation), expanding and strengthening the role of Parliamentary Committees, developing programs for MPs to increase their effectiveness as legislators, and developing an extensive and interactive web site that will help both Parliament staff and the public have easy access to important documents such as pending legislation, Parliamentary rules and orders, and the agendas and calendar for the House. The local governance program, while originally working in 20 districts, has been trimmed to 10 districts and has a new emphasis on accountability and transparency. The project will build the capacity of local civil society organizations, encouraging these groups to ensure that the District Assembly comply with the various oversight mechanisms that exist on paper but are often overlooked. The SO has also started to encourage anti-corruption measures on the national level. The Mission is in the process of signing agreements to fund the drafting of a whistle blower protection statute and to support a high-level "Ethics Retreat" for the new presidential administration. In its EDDI-funded Information Technology support program, the SO has funded installation of IT systems and development of web sites for the Electoral Commission and Parliament. Another key governance institution slated to receive support is the Commission on Human Rights and Justice. The three existing Community Learning Centers, which are run by local NGOs and provide inexpensive internet access and computer training to the community, are being expanded and new centers will be established.

Overall, the SO has been meeting expectations, although one of the indicators tracking the local governance program fell significantly short of the high target. However, a closer look at the underlying data, as discussed in the next section, does reveal progress in that program over the preceding year. In the legislative strengthening program, the arguably more significant indicators -- civic input to legislation and legislative amendments to passed bills -- exceeded the targets. Not captured at all in these data tables is the SO's contribution to the successful December 2000 elections. Working in close collaboration with other donors, the Mission was able to provide key support to the election process with two separate grants to a locally-organized UNDP Election Support Trust Fund. Such support was critical when a run-off election became necessary with only three weeks of preparation. USAID funds were used for ballot printing, indelible ink to stain the fingers of voters, and fuel for transporting ballots.

#### Key Results:

Despite disappointing figures for two indicators, results are generally being achieved at the level expected, with the remaining indicators being met or exceeded. In the legislative strengthening program, the indicators "percentage of passed bills amended" and "percentage of passed bills that included civic input" exceeded the targets. Further analysis of these indicators also reveals that amendments from the minority party were adopted by Parliament on 25% of the passed bills. In addition, the number of civic society organizations providing memoranda and testimony on bills has also greatly increased from the previous year. Indicators relative to private member bills and motions fell short of expectations. Two private member bills were submitted for introduction. However, because there is no administrative procedure for introducing the legislation, the bills were never introduced. The drop in private member motions may reflect a slow election year parliamentary session (Parliament often did not have quorum) as policy discussions occurred more frequently on the campaign trail. In the local governance program, data shows that the percentage of local CSO leaders reporting contact with DA officials to advocate on their behalf rose from 84% to 89%, essentially reaching the life of project target of 90%. The indicator Percentage of Local Governmental Decisions in Project Districts Reached through Participatory Mechanisms, tracked by a proxy, the percentage of CSO leaders and DA officials aware of 3 or more instances of government decisions resulting from civic input, fell short of the targets. However, the data collected showed that 62% of CSO leaders and 71% of district assembly officials reported they were aware of at least one government decision reached with civic input. This related indicator, arguably more meaningful than the "3 or more" indicator, compared well with last year's figures, which were 62% of CSO leaders and 64% of DA leaders reporting they were aware of at least one policy changed. Next year, the SO will report on the internet access rates at the Community Learning Centers. Figures for the Kumasi center, the oldest of the three CLCs, show the number of internet sessions climbing from a monthly average of 336 in 1999 to more than double that number, 762, in 2000. The Cape Coast center shows a rise in monthly sessions from 291 in first quarter of 2000 to 672 sessions in the final quarter of 2000.

#### Performance and Prospects:

With the change in government, prospects for the SO as a whole are encouraging, particularly with the legislative strengthening and anti-corruption components of the SO. While the previous Parliament was dominated by the Executive Branch, the new Parliament is likely to be a much more active institution with just 100 out of 200 seats belonging to the ruling (former opposition) party. The legislative strengthening program, previously implemented via an

institutional grant to a US PVO, is now being directed by a USPSC Legislative Specialist. The current leadership of Parliament, when in opposition, supported the notion of private member legislation and thus it is hoped that this Parliament will see the first Private Member Bill introduced in the House. Small cooperative agreements with NGOs will also support the program's objectives. The Legislative Specialist will continue working with Parliament to establish a Parliamentary drafting unit (Office of Parliamentary Counsel) which would facilitate this Private Member initiatives. Mission support for a revision of the Standing Orders, which could clarify procedures for private member legislation as well as other issues, is also being considered. The new government has also signaled its support for eliminating deeply-entrenched government corruption. This has coincided with the emergence of anti-corruption, accountability and transparency as a new area of emphasis within the SO. On the local level, Project GAIT, a follow-on to Project ECSELL, will shift its focus from capacity building of local CSOs to the next step -- encouraging these CSOs to play a watchdog role in promoting transparency in local government. Project GAIT is being implemented by the Cooperative League of the USA (CLUSA). A new indicator is being notified this year to track performance of the CLCs.

#### Possible Adjustments to Plans:

New indicators will be developed in connection with Project GAIT, the follow-on local governance that has succeeded Project ECSELL and started on February 1, 2001. As GAIT is being implemented by a new partner, CLUSA, and will emphasize anti-corruption and accountability, the SO will work with CLUSA to revise its Performance Measurement Plan as needed. The SO's EDDI program has applied for additional funds. If granted, the EDDI program would support, among other items, assistance to the Electoral Commission in its mandated redistricting of Parliamentary constituencies.

#### Other Donor Programs:

Canada, Denmark, Germany, Great Britain, World Bank and the European Commission (EC) figure prominently among donors involved in democracy and governance activities. Canada, Denmark, and Germany are the most active in decentralization and local governance. Germany has been heavily involved in media training. In Parliament, the World Bank and Danida have complemented USAID with programs of their own. Donor coordination for election assistance, facilitated by regular working group meetings held at the UNDP offices, worked extremely well. Similar working groups in the several democracy/governance thematic areas, including an anti-corruption group that will liase with the broad-based locally-organized Ghana Anti-Corruption Coalition, are currently being established.

#### Major Contractors and Grantees:

The grantee for the local governance project is the Cooperative League of the USA (CLUSA). A local NGO, the Center for Democracy Development (CDD), received a sub-grant from IFES for media monitoring during the election campaign. The local chapter of Transparency International, the Ghana Integrity Initiative, is slated to receive a sub-grant from a mission-funded agreement currently being processed with TI headquarters. Other local NGOs are expected to receive grants for anti-corruption work and for establishing more Community Learning Centers under the EDDI program.

**Performance Data Table 1**

Objective Name: Public Policy Decisions Better Reflect Civic Input			
Objective ID: 641-004-01			
Approved: 1998-12-11		Country/Organization: USAID GHANA	
Indicator: Percentage of Passed Bills Amended; Percentage of Passed Bills that Included Civic Input			
<b>Unit of Measure:</b> Percentage of passed bills amended; Percentage of passed bills that included civic input	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> Review of Parliamentary records.  <b>Indicator/Description:</b> a) Percentage of passed bills amended; b) Percentage of passed bills that included civic input.  <b>Comments:</b> This indicator has been reworded to more accurately describe the data that has been presented in past and current years. A third figure tracking private member motions and bills, originally part of this indicator, has been separated for the sake of clarity (see Table 2).  The percentage of passed bills amended demonstrates the vitality of the parliamentary deliberative process while the percentage of passed bills that include civic input show the influence civic groups have on the lawmaking process at the committee level. The percentage of bills amended reflect a marked increase in 2000 and will most likely remain high. A review of the amendments demonstrate that, at the committee level, members are making substantive changes to legislation. In addition, on four of the bills minority party amendments were adopted.  Civic input on legislation exceeded our expectations. Clerks report that Committee chairmen are actively seeking civic input on legislation. In addition, a review of committee reports show that the number of civic groups offering memoranda and testimony has also increased. We expect this to increase over the next three years and for the data to show civic groups from outside of Accra beginning to advocate before Parliament.	1997 (B)	N/A	a) 56% b) 33%
	1998	a) 70% b) 55%	a) 67% b) 50%
	1999	a) 72% b) 65%	a) 77% b) 62%
	2000	a) 75% b) 70%	a) 92% b) 75%
	2001	a) 90% b) 80%	
	2002	a) 90% b) 85%	
	2003	a) 90% b) 90%	

**Performance Data Table 2**

Objective Name: Public Policy Decisions Better Reflect Civic Input			
Objective ID: 641-004-01			
Approved: 1998-12-11		Country/Organization: USAID GHANA	
Indicator: Number of Private Member Bills and Motions Introduced in Parliament			
Unit of Measure: Number of private member bills introduced in Parliament; Number of private member motions.	Year	Planned	Actual
<b>Source:</b> Review of Parliamentary records.  <b>Indicator/Description:</b> a) Number of private member bills introduced in Parliament; b) Number of private member motions.  <b>Comments:</b> This indicator has been separated from the other SO-level parliamentary indicator and broken into two parts in order to more accurately describe the data being presented. The data from last year’s Table 1 reflected private member motions, but the targets were intended for private member bills.  Targets for the private member motions have now been seen set, and future targets for private member bills have been realigned to reflect realistic goals. Historically, all bills in Ghana’s Parliament have been introduced by the executive branch (the Attorney General’s Office). As civil society generally has more access and leverage with the Parliament as opposed to the Executive, bills and motions initiated by MP’s generally reflect civic input more directly than legislative initiatives handed down to Parliament from the Executive branch. Private member motions and bills are a significant parliamentary tool for civil society to influence the shaping of public policy.  There were two private member bills submitted for introduction during the 2000 session. However, because there is no administrative procedure for introducing the legislation, the bills were never introduced. The current Speaker is a strong supporter of establishing an Office of Parliamentary counsel and a review of the Standing Orders is likely in 2001. This should establish the necessary framework for private member bill introduction. Private member motions will continue to be used strategically by the new Minority Party, the NDC, to attempt to control the parliamentary agenda.	1997(B)	N/A	a) 0 b) 0
	1998	a) 1 b) N/A	a) 0 b) 1
	1999	a) 2 b) N/A	a) 0 b) 8
	2000	a) 4 b) N/A	a) 0 b) 2
	2001	a) 1 b) 3	
	2002	a) 2 b) 4	
	2003	a) 3 b) 6	

**Performance Data Table 3**

Objective Name: Public Policy Decisions Better Reflect Civic Input			
Objective ID: 641-004-01			
Approved: 1998-12-11		Country/Organization: USAID GHANA	
Result Name: Public Policy Decisions Better Reflect Civic Input			
Indicator: Percentage of Local Governmental Decisions in Project Districts Reached through Participatory Mechanisms.			
Unit of Measure: Percent (of respondents in surveys answering that they are aware of three or more policies changed as the result of civic action)	Year	Planned	Actual
<b>Source:</b> IFES project participant questionnaires, IFES participant observers' monthly reports; and IFES staff field visits and focus groups.  <b>Indicator/Description:</b> Percentage of civil society leaders (a) and district assembly officials (b) who report three or more district assembly policies that have changed as a result of action by local civic organizations.  <b>Comments:</b> This data is derived primarily from surveys but is corroborated by interviews with participants by IFES' participant observers, who are Ghanaians that live and work in the projects districts. IFES field visits and focus groups garner concrete examples of local policies changed. They include a wide variety of policies, such as tax rates being adjusted, the opening up of DA subcommittee meetings, and appointment of civic leaders to these committees, and changing policies on sanitation measures.  Despite falling short of the target, significant project impact has been demonstrated by the collected data. Given that many CSOs focus on just one primary issue, it is not surprising that a higher percentage of CSO leaders were not personally aware of 3 or more instances of government decisions resulting from civic input. However, the data collected showed that 62% of CSO leaders and 71% of district assembly officials reported they were aware of at least one government decision reached with civic input. This related indicator, arguably more meaningful than the "3 or more" indicator, compared well with last years' figures, which were 62% of CSO leaders and 64% of DA leaders reporting they were aware of at least one policy changed. Targets for 2001 through 2003 have not been set as it is anticipated that, due to a new implementing partner, a new program emphasis on accountability and anti-corruption, and a smaller number of project districts, this indicator will be modified.	1997(B)	N/A	a) 4% b) 21%
	1998	a) 50% b) 85%	a) 38% b) 33%
	1999	a) 50% b) 85%	a) 26% b) 39%
	2000	a) 50% b) 85%	a) 19% b) 40%

**Performance Data Table 4**

Objective Name: Public Policy Decisions Better Reflect Civic Input				
Objective ID: 641-004-01				
Approved: 1999-12-11		Country/Organization: USAID GHANA		
Result Name: IR 4.2 Improved Effectiveness of (participating) Local and National CSOs in influence Policy				
Indicator : Percentage of Local CSO Leaders who report initiating contact with DA Officials to Advocate on behalf of their cause.				
Unit of Measure: Percent (of CSO leaders)		Year	Planned	Actual
<b>Source:</b> IFES surveys, participant observer reports, and site visits.  <b>Indicator/Description:</b> A percentage of participant CSO leaders who report in surveys and focus groups that they have approached a government official or office as an advocate for the defined interests of the group or community with the goal of shaping policy to their advantage.  <b>Comments:</b> In the summer of 2000, IFES conducted its final survey in the 20 districts in which it was implementing Project ECSELL (Enhancing Civil Society on the Local Level). Focus groups were also held with participants to obtain examples of advocacy. Much of the civic advocacy has focused on issues of taxes and licensing fees. Other topics included Women’s Inheritance Rights, Girl Child education, HIV/AIDS prevention, Environmental Protection, Child Labor and Conflict Resolution.  Another area of keen interest was government procurement and the process of contract award. Some of these advocacy efforts were made by individual CSOs, while others were made in a more coordinated fashion under the auspices of the project-organized umbrella “Civic Union Lobby Group.		1997(B)	N/A	45%
		1998	50%	60%
		1999	90%	84%
		2000	90%	89%
		2001	95%	
		2002	95%	
		2003	95%	

**Performance Data Table 5 (Notification)**

Objective Name: Public Policy Decisions Better Reflect Civic Input			
Objective ID: 641-004-01			
Approved: 1998-12-11		Country/Organization: USAID GHANA	
Result Name: Public Policy Decisions Better Reflect Civic Input			
Indicator : Increased computer usage and internet access rates at Community Learning Centers.			
Unit of Measure: a) Average number of internet sessions per month; b) Number of CLSs established by USAID.	Year	Planned	Actual
<b>Source:</b> The individual CLCs (providing data collected by customized tracking software).  <b>Indicator/Description:</b> a) Average number of internet sessions per month (total of all CLCs); b) Number of CLCs funded by USAID.  <b>Comments:</b> There are currently 3 CLCs established by USAID: in Accra, Kumasi and Cape Coast. The CLCs were funded by a mix of Mission and core funding. Expansion of these existing CLCs and establishment of new CLCs are being funded by Mission EDDI funds. Mission plans to establish additional CLCs in other regional capitals. [Note: Year 2000 usage figures do not include the Accra CLC. We are expecting that data shortly].	1998	0	0
	1999	N/A	a) 336 b) 1
	2000	N/A	a) 1227 b) 3
	2001	a) 3000 b) 5	
	2002	a) 4200 b) 7	
	2003	a) 6000 b) 10	

## **R4 Part III: Resource Request**

**Part III: Resource Request** - This request is based on the projected needs of the Ghana program consistent with the approved CSP, incremental funding requirements for ongoing activities, and consistent with the early priorities and objectives of the new Government of Ghana (GOG) administration. FY 2003 requirements reflect prior-year adjustments in program activity levels that are consistent with Congressional and Agency earmarks. Expanding program activity for HIV/AIDS, child survival and new activity for anti-corruption and good governance program are two examples of such adjustments. Additional NPA to address macroeconomic adjustments may be necessary, but difficult to forecast ahead of a new IMF program and reaching HIPC decision points. Stable P.L. 480 Title II resources are critical to achieving the results projected in the CSP. USAID/Ghana continues to face challenges in being able to effectively manage a portfolio of activity within the limits of available OE and staff resources. Further reductions in USDH staff necessitate increasing the managerial and administrative capabilities of FSN staff to undertake design work and provide effective oversight of activities.

**SO1 – Increased Private Sector Growth** - SO1's FY 2002 allocation is \$11.189 million in DA resources. The request for FY 2003 is \$8 million. In addition, the PL 480 Title II requirements are \$ 8.4 million for both FY 2002 and FY 2003. These amounts are the minimum requirements to continue with the current level of program activity. On an annual basis approximately \$1 million of DA funding will be allocated to both environment and micro-enterprise activities. Title II resources are an integral component of SO1 micro-enterprise and environment program. SO1 is planning to reprogram \$4 million of FY 2001 and \$5 million in FY 2002 OYB into the NPA portion of the SO1 program to support major policy reforms of the new government. The pipeline is 23 months end of FY 2001 and 20 months end of FY 2002.

**SO2 – Increased Effectiveness of the Primary Education System** – SO2's FY 2002 allocation is \$6.624 million in CSD funds. The FY 2003 request level is \$8.375 million in CSD funds. In addition, PL 480 Title II funds of \$7.8 million in both FY 2002 and FY 2003. The program has expanded into the three historically under served regions of Ghana (Northern, Upper East and Upper West), where it plans combining CSD and Title II resources as part of that expansion. Funding at this level will be sufficient for the SO to achieve planned targets in all 110 districts of Ghana where it plans. The QUIPS Program is currently active in 65 districts, but will expand to remaining 55 districts by FY 2003. The pipeline 12 months FY 2001 and 8 months for FY 2002.

**SO3 – Improved Family Health** – SO3's FY 2002 allocation is \$6.836 million in DA and \$9.354 million, however requirements are \$7.3 million in DA funds and \$11 million in CSD funds. The FY 2003 request for DA is \$8 million and CSD is increased to \$13.5 million. These increases are principally to support an expanded HIV/AIDS and family planning programs. PL 480 Title II funds of \$2.4 million are required for FY 2002 and FY 2003. In FY 2003, a minimum of \$8.0 in DA funding is required for the population/family planning program to increase contraceptive use to 19 %. Any less will result in a reduction of support for (a) communication/media demand generation campaign, (b) efforts to improve 150 existing clinics to become full service-delivery sites, and (c) to fully implement the integrated

community-based family planning program (CHPS) in the planned 30 districts. Of the CSD funding, \$7 million is required for HIV/AIDS to continue targeted behavior change activities, including support to the uniformed services, expanded support to NGOs, expansion of a workplace program and support for voluntary counseling and testing. The ending pipeline for FY 2001 is 9 months and 5 months in FY 2002.

**SO4 – Public Policy Decisions Better Reflect Civic Input - SO4 allocation for FY 2002 is \$1.213 million in DA funds. The FY 2003 request is \$1.5 million.** This amount is the minimum requirement to support the existing program. USAID/Ghana will be able to continue to maintain program activity in two critical post-election areas - decentralization and parliamentary strengthening. All SO4 activities contain elements of anti-corruption, transparency, and accountability. New anti-corruption activities would have to be reduced should it be necessary to accommodate any funding shortfall. The year end pipeline, net of EDDI funding, is 14 months for FY 2001 and 11 months for FY 2002.

#### **OPERATING EXPENSES and WORKFORCE:**

The Operating Expense and Workforce levels presented below for FY 2001- 2003 reflect the impact of Ghana's deteriorating economic situation and higher local costs. The almost total depletion of Trust Fund resources has been reversed as additional funding to the NPA program is estimated to generate \$1.1 million in local currency deposits by late FY 2003. Trust Funds are derived from NPA disbursements, which are often delayed. Assuming that pattern continues, a shortfall in expected trust fund replenishments would then require a slight upward adjustment to the OE dollar portion of the budget request below, as the overall levels are consistent with the resources required to support the Mission's programs which in FY 2002 increases to \$55.7 million, including \$20.5 million of P.L. 480 Title II. Still, Mission expects to continue a modest decline in OE requirements through 2003 by sustaining management efficiencies put in place since FY 1999.

<b>Financial Resources (in millions)</b>	<b><u>FY2001</u></b>	<b><u>FY2002</u></b>	<b><u>FY2003</u></b>
Dollar OE (incl. ICASS/Twinning)	\$2.708	\$2.630	\$2.380
Trust Funds	\$0. 90	\$0.340	\$0.400
<b>Total OE Resources</b>	<b>\$2.798</b>	<b>\$2.970</b>	<b>\$2.780</b>
Bilateral Support	\$2.308	\$2.458	\$2.410
ICASS	\$0.240	\$0.262	\$0.220
Twinning Costs	\$0.250	\$0.250	\$0.150

#### **Human Resources**

USDH	12	12	11
Non-USDH	104	106	105

Between FY 2001 and FY 2003 the Mission's demand for OE dollars is further reduced by \$328,000 from \$2.7 to \$2.38 million, while total OE requirements are maintained at \$2.78 million, down from a level of \$3.2 million in FY 1999. Although the Mission consequently plans to increase its use of Trust Fund resources to partially compensate the transitory spike in FY 2002's level to \$2.97 million (caused by the changeover in two-thirds of USDH staff), it is offset

to a larger degree by the Mission's own economizing measures. For example, discretionary spending in the areas of procurement, training, and travel are reduced by \$175,000 to just 18% of the budget in 2002 vs. 25% in 2001. These measures, plus strict and consistent application of proper costing principles for OE vs. program funding for personnel and management support, allows the Mission to absorb the projected increase of \$240,000 in FY2002 for costs and benefits arising from the transfer and replacement of at least 8 of the Mission's 12 USDHs during the year. This category represents the largest draw on the 2002 budget (28%), partly because these are dollar based costs and as such, unaffected by the devaluation of the cedi.

The decline of the local currency by half of its value between FY 2000 and FY 2001, averaged annually, will only partially offset steep price hikes for electricity (300%), water (300%), and fuel (100%). These factors contribute significantly to the rise in residential and office building operations by FY 2002, \$164,000 for a total of 28% of the budget vs. 24% in FY 2000. The \$470,000 bill to cover an estimated 50% wage hike in 2002 for FSN salaries, benefits and a new Provident fund is a manageable 15.8% of the budget as these costs are based in local currency. Expected savings of \$79,000 resulting from the mandated reduction of one USDH position by Sept-2001 have been factored into the 2002 budget as well, making it difficult for the Mission to absorb an additional FTE (New Entry Professional) ahead of the FY 2002 assignment cycle. The uncontrollable rise in ICASS costs continues in FY 2002, up \$22,000, but decreases by \$42,000 the next year as savings are yielded from cost cutting measures initiated in the prior year, and by the elimination of the Deputy Contracting Officer position in Sept-2002 which also reduces twinning support costs.

The \$2.97 million level represents the minimum resources required to support the Mission's program portfolio. Given the FY 2000 – FY 2002 budget cuts already sustained in discretionary spending, \$329,000 or 39%, and the \$347,000 rise in fixed costs we are faced to absorb in 2002, any further cuts would create an excessive level of management risk for carrying out our bilateral and twinning responsibilities. The consequences and/or tradeoffs of being forced to operate with lower levels, would likely result in a freeze on future FSN wage increases, as well as NXP procurement, reduction in local travel and regional support travel. The Mission would be forced to reassess the transfer assignments of USDHs scheduled in FY 2002 if adequate funds are not provided to cover the costs. Requests from AFR to take on a New Entry Professional in FY 2001 ahead of the FY 2002 transfer cycle would also be declined. Meanwhile, the Mission continues to pursue more viable options for saving OE dollars such as managing our own local currency payments from dollars. Processing by USDO/Paris instead of local banks costs us approximately \$30,000 per year in exchange rate losses.

As part of the Mission's efforts to provide more effective and efficient bilateral program management the SO portfolios have been refined to improve operational structures which are less staff intensive and yet provide more accountability and empowerment. This refinement will be accomplished in part by reducing one USDH FTE in FY 2001 and one USDH support management FTE in FY 2003, and restructure responsibilities for remaining staff. Three program-funded USPSCs will be added: one replacement for PLP fellow in SO3 and two additional USPSCs in SO1 to support increased emphasis on the trade and investment portfolio. These workforce levels are consistent with the Agency policy staffing guidance for a "full Mission with support to limited Missions (88-156)".

# ENV Sub-Directive Amounts for FY 2001 Request

<b>COUNTRY:</b>						
<b>S.O. # , Title</b>	<b>Total</b>	<b>Global climate change</b>	<b>Biodiversity</b>	<b>Environmentally sound energy</b>	<b>Urban and pollution prevention</b>	<b>Natural resource management</b>
SO 1:	0					
SO 2:	0					
SO 3:	0					
SO 4:	0					
SO 5:	0					
SO 6:	0					
SO 7:	0					
SO 8:	0					
<b>TOTAL PROGRAM</b>	0	0	0	0	0	0

[List of Objective ID numbers](#)

# ENV Sub-Directive Amounts for FY 2002 Request

<b>COUNTRY:</b>						
<b>S.O. # , Title</b>	<b>Total</b>	<b>Global climate change</b>	<b>Biodiversity</b>	<b>Environmentally sound energy</b>	<b>Urban and pollution prevention</b>	<b>Natural resource management</b>
SO 1:	0					
SO 2:	0					
SO 3:	0					
SO 4:	0					
SO 5:	0					
SO 6:	0					
SO 7:	0					
SO 8:	0					
<b>TOTAL PROGRAM</b>	0	0	0	0	0	0

[List of Objective ID numbers](#)

# ENV Sub-Directive Amounts for FY 2002 Alternate Request

<b>COUNTRY:</b>						
<b>S.O. # , Title</b>	<b>Total</b>	<b>Global climate change</b>	<b>Biodiversity</b>	<b>Environmentally sound energy</b>	<b>Urban and pollution prevention</b>	<b>Natural resource management</b>
SO 1:	0					
SO 2:	0					
SO 3:	0					
SO 4:	0					
SO 5:	0					
SO 6:	0					
SO 7:	0					
SO 8:	0					
<b>TOTAL PROGRAM</b>	0	0	0	0	0	0

[List of Objective ID numbers](#)

# ENV Sub-Directive Amounts for FY 2003 Request

<b>COUNTRY:</b>						
<b>S.O. # , Title</b>	<b>Total</b>	<b>Global climate change</b>	<b>Biodiversity</b>	<b>Environmentally sound energy</b>	<b>Urban and pollution prevention</b>	<b>Natural resource management</b>
SO 1:	0					
SO 2:	0					
SO 3:	0					
SO 4:	0					
SO 5:	0					
SO 6:	0					
SO 7:	0					
SO 8:	0					
<b>TOTAL PROGRAM</b>	0	0	0	0	0	0

[List of Objective ID numbers](#)

## CSD Sub-Directive Amounts for FY 2001 Request

COUNTRY: USAID/GHAN									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3: Improved Family Health									
CSD	5,108	3,210	500	300				599	499
Other	0								
	5,108	3,210	500	300			0	599	499
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	5,108	3,210	500	300			0	599	499
Total Other	0	0	0	0			0	0	0
TOTAL PROGRAM	5,108	3,210	500	300			0	599	499

Note: All funding for Malaria should now come from Infectious Diseases

## CSD Sub-Directive Amounts for FY 2002 Request

COUNTRY: USAID/GHAN									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3: Improved Family health									
CSD	4,800	3,515	500	285				500	
Other	0								
	4,800	3,515	500	285			0	500	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	4,800	3,515	500	285			0	500	0
Total Other	0	0	0	0			0	0	0
TOTAL PROGRAM	4,800	3,515	500	285			0	500	0

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2002 Alternate Request

COUNTRY:									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	0	0	0				0	0	0
Total Other	0	0	0				0	0	0
<b>TOTAL PROGRAM</b>	0	0	0				0	0	0

Note: All funding for Malaria should now come from Infectious Diseases

## CSD Sub-Directive Amounts for FY 2003 Request

COUNTRY:USAID/GHANA									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3: Improved Family Health									
CSD	6,500	4,700	500	300				1,000	
Other	0								
	6,500	4,700	500	300			0	1,000	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	6,500	4,700	500	300			0	1,000	0
Total Other	0	0	0	0			0	0	0
TOTAL PROGRAM	6,500	4,700	500	300			0	1,000	0

Note: All funding for Malaria should now come from Infectious Diseases

## FY 2001 Budget Request by Program/Country

Fiscal Year: 2001      Program/Country: USAID/GHANA  
 Approp: ESF  
 Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO 1:															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 2:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4: Public Policy Decisions Better Reflect Civic Input															
Bilateral	137	1,100											1,100	1,100	137
Field Spt		0													0
	137	1,100	0	0	0	0	0	0	0	0	0	0	1,100	1,100	137
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	137	1,100	0	0	0	0	0	0	0	0	0	0	1,100	1,100	137
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PROGRAM</b>	<b>137</b>	<b>1,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,100</b>	<b>1,100</b>	<b>137</b>

### FY 2001 Request Agency Goal Totals

Econ Growth	0
Democracy	1,100
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2001 Account Distribution (DA only)

DA Program Total	1,100
CSD Program Total	0
<b>TOTAL</b>	<b>1,100</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2002 Budget Request by Program/Country

Fiscal Year: 2002      Program/Country: USAID/GHANA  
 Approp: ESF  
 Scenario:

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
SO 1:															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 2:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4: Public Policy Decisions Better Reflect Civic Input															
Bilateral	137	500											500	500	137
Field Spt		0													0
	137	500	0	0	0	0	0	0	0	0	0	0	500	500	137
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	137	500	0	0	0	0	0	0	0	0	0	0	500	500	137
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PROGRAM</b>	<b>137</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>500</b>	<b>137</b>

### FY 2002 Request Agency Goal Totals

Econ Growth	0
Democracy	500
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2002 Account Distribution (DA only)

DA Program Total	500
CSD Program Total	0
<b>TOTAL</b>	<b>500</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT Program/Country:  
 Approp: ESF  
 Scenario:

FY 2002 ALT Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002 ALT
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	0	0	0	0	0	0	0	0	0	0		0	0	0	0

### FY 2002 ALT Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2002 ALT Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
<b>TOTAL</b>	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2003 Budget Request by Program/Country

Fiscal Year: 2003      Program/Country: USAID/GHANA  
 Approp: ESF  
 Scenario:

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
SO 1:															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 2:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4: Public Policy Better Reflect Civic Input															
Bilateral	137	0												137	0
Field Spt		0													0
	137	0	0	0	0	0	0	0	0	0	0	0	0	137	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	137	0	0	0	0	0	0	0	0	0	0	0	0	137	0
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PROGRAM</b>	<b>137</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>137</b>	<b>0</b>

### FY 2003 Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2003 Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
<b>TOTAL</b>	<b>0</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2001 Budget Request by Program/Country

Fiscal Year: 2001      Program/Country: USAID/GHANA  
 Approp: DA/CSD  
 Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO 1: Increased Private Sector Growth															
Bilateral	33,852	9,303	3,275	3,964				0				2,064		14,715	28,440
Field Spt	50	500		500										50	500
	33,902	9,803	3,275	4,464	0	0	0	0	0	0		2,064	0	14,765	28,940
SO 2: Increased Effectiveness of the Primary Education System															
Bilateral	16,484	5,857			5,857									11,006	11,335
Field Spt	50	0												50	0
	16,534	5,857	0	0	5,857	0	0	0	0	0		0	0	11,056	11,335
SO 3: Improved Family Health															
Bilateral	5,096	1,550					1,550							3,960	2,686
Field Spt	5,175	5,705					5,705							5,175	5,705
	10,271	7,255	0	0	0	0	7,255	0	0	0		0	0	9,135	8,391
SO 3: Improved Family Health															
Bilateral	5,154	2,738						810	400	1,528				4,724	3,168
Field Spt	8,075	6,824						3,200	698	2,926				8,075	6,824
	13,229	9,562	0	0	0	0	0	4,010	1,098	4,454		0	0	12,799	9,992
SO 4: Public Policy Decisions Better Reflect Civic Input															
Bilateral	1,819	1,500											1,500	1,600	1,719
Field Spt		0												0	0
	1,819	1,500	0	0	0	0	0	0	0	0		0	1,500	1,600	1,719
SO 4: (EDDI) Public Policy Decisions Better Reflect Civic Input															
Bilateral	2,071	0												1,000	1,071
Field Spt		0												0	0
	2,071	0	0	0	0	0	0	0	0	0		0	0	1,000	1,071
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	64,476	20,948	3,275	3,964	5,857	0	1,550	810	400	1,528		2,064	1,500	37,005	48,419
Total Field Support	13,350	13,029	0	500	0	0	5,705	3,200	698	2,926		0	0	13,350	13,029
<b>TOTAL PROGRAM</b>	<b>77,826</b>	<b>33,977</b>	<b>3,275</b>	<b>4,464</b>	<b>5,857</b>	<b>0</b>	<b>7,255</b>	<b>4,010</b>	<b>1,098</b>	<b>4,454</b>		<b>2,064</b>	<b>1,500</b>	<b>50,355</b>	<b>61,448</b>

### FY 2001 Request Agency Goal Totals

Econ Growth	7,739
Democracy	1,500
HCD	5,857
PHN	16,817
Environment	2,064
GCC (from all Goals)	0

### FY 2001 Account Distribution (DA only)

DA Program Total	18,558
CSD Program Total	15,419
<b>TOTAL</b>	<b>33,977</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2002 Budget Request by Program/Country

Fiscal Year: 2002      Program/Country: USAID/GHANA  
 Approp: DA/CSD  
 Scenario:

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
SO 1: Increased Private Sector Growth															
Bilateral	28,440	11,128	4,729	4,706				0				1,693		15,000	24,568
Field Spt	500	0												500	0
	28,940	11,128	4,729	4,706	0	0	0	0	0	0		1,693	0	15,500	24,568
SO 2: Increased Effectiveness of the Primary Education System															
Bilateral	11,335	6,624			6,624									10,901	7,058
Field Spt		0													0
	11,335	6,624	0	0	6,624	0	0	0	0	0		0	0	10,901	7,058
SO 3: Improved Family Health															
Bilateral	2,686	1,500					1,500							2,800	1,386
Field Spt	5,705	5,537					5,537							5,705	5,537
	8,391	7,037	0	0	0	0	7,037	0	0	0		0	0	8,505	6,923
SO 3: Improved Family Health															
Bilateral	3,664	2,494						920	120	1,454				4,400	1,758
Field Spt	6,824	6,760						3,380	380	3,000				6,824	6,760
	10,488	9,254	0	0	0	0	0	4,300	500	4,454		0	0	11,224	8,518
SO 4: Public Policy Decisions Better Reflect Civic Input															
Bilateral	1,856	1,213											1,213	1,600	1,469
Field Spt		0													0
	1,856	1,213	0	0	0	0	0	0	0	0		0	1,213	1,600	1,469
SO 4: (EDDI) Public Policy Decisions Better Reflect Civic Input															
Bilateral	1,071	0												1,071	0
Field Spt		0													0
	1,071	0	0	0	0	0	0	0	0	0		0	0	1,071	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	49,052	22,959	4,729	4,706	6,624	0	1,500	920	120	1,454		1,693	1,213	35,772	36,239
Total Field Support	13,029	12,297	0	0	0	0	5,537	3,380	380	3,000		0	0	13,029	12,297
<b>TOTAL PROGRAM</b>	<b>62,081</b>	<b>35,256</b>	<b>4,729</b>	<b>4,706</b>	<b>6,624</b>	<b>0</b>	<b>7,037</b>	<b>4,300</b>	<b>500</b>	<b>4,454</b>		<b>1,693</b>	<b>1,213</b>	<b>48,801</b>	<b>48,536</b>

### FY 2002 Request Agency Goal Totals

Econ Growth	9,435
Democracy	1,213
HCD	6,624
PHN	16,291
Environment	1,693
GCC (from all Goals)	0

### FY 2002 Account Distribution (DA only)

DA Program Total	19,378
CSD Program Total	15,878
<b>TOTAL</b>	<b>35,256</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT    Program/Country:  
 Approp: DA/CSD  
 Scenario:

FY 2002 ALT Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002 ALT
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2002 ALT Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 ALT Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
<b>TOTAL</b>	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)  
 Prepare one set of tables for each appropriation Account  
 Tables for DA and CSD may be combined on one table.  
 For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2003 Budget Request by Program/Country

Fiscal Year: 2003      Program/Country: USAID/GHANA  
 Approp: DA/CSD  
 Scenario:

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
SO 1: Increased Private Sector Growth															
Bilateral	24,568	8,000	3,400	3,300				0				1,300		16,798	15,770
Field Spt		0													0
	24,568	8,000	3,400	3,300	0	0	0	0	0	0		1,300	0	16,798	15,770
SO 2: Increased Effectiveness of the Primary Education System															
Bilateral	7,058	8,375			8,375									7,401	8,032
Field Spt		0													0
	7,058	8,375	0	0	8,375	0	0	0	0	0		0	0	7,401	8,032
SO 3: Improved Family Health															
Bilateral	1,386	1,975					1,975							2,800	561
Field Spt	5,537	6,025					6,025							5,750	5,812
	6,923	8,000	0	0	0	0	8,000	0	0	0		0	0	8,550	6,373
SO 3: Improved Family Health															
Bilateral	1,758	4,540						1,590	250	2,700				4,400	1,898
Field Spt	6,760	8,960						3,910	750	4,300				6,880	8,840
	8,518	13,500	0	0	0	0	0	5,500	1,000	7,000		0	0	11,280	10,738
SO 4: Public Policy Decisions Better Reflect Civic Input															
Bilateral	1,469	1,500											1,500	1,600	1,369
Field Spt															
	1,469	1,500	0	0	0	0	0	0	0	0		0	1,500	1,600	1,369
SO 4: (EDDI) Public Policy Decisions Better Reflect Civic Input															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	36,239	24,390	3,400	3,300	8,375	0	1,975	1,590	250	2,700		1,300	1,500	32,999	27,630
Total Field Support	12,297	14,985	0	0	0	0	6,025	3,910	750	4,300		0	0	12,630	14,652
<b>TOTAL PROGRAM</b>	<b>48,536</b>	<b>39,375</b>	<b>3,400</b>	<b>3,300</b>	<b>8,375</b>	<b>0</b>	<b>8,000</b>	<b>5,500</b>	<b>1,000</b>	<b>7,000</b>		<b>1,300</b>	<b>1,500</b>	<b>45,629</b>	<b>42,282</b>

### FY 2003 Request Agency Goal Totals

Econ Growth	6,700
Democracy	1,500
HCD	8,375
PHN	21,500
Environment	1,300
GCC (from all Goals)	0

### FY 2003 Account Distribution (DA only)

DA Program Total	17,500
CSD Program Total	21,875
<b>TOTAL</b>	<b>39,375</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2001 Budget Request by Program/Country

Fiscal Year: 2001      Program/Country: USAID/GHANA  
 Approp: PL480  
 Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO 1: Increased Private Sector Growth															
Bilateral		8,212												8,212	
Field Spt	0	8,212	0	0	0	0	0	0	0	0	0	0	0	8,212	0
SO 2: Increased Effectiveness of the Primary Education System															
Bilateral		7,665												7,665	
Field Spt	0	7,665	0	0	0	0	0	0	0	0	0	0	0	7,665	0
SO 3: Improved Family Health															
Bilateral		2,372												2,372	
Field Spt	0	2,372	0	0	0	0	0	0	0	0	0	0	0	2,372	0
SO 4:															
Bilateral															
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5 :															
Bilateral															
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral															
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	0	18,249	0	0	0	0	0	0	0	0	0	0	0	18,249	0
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PROGRAM</b>	0	18,249	0	0	0	0	0	0	0	0	0	0	0	18,249	0

FY 2001 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
DA Program Total	18,249
CSD Program Total	0
<b>TOTAL</b>	<b>18,249</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)  
 Prepare one set of tables for each appropriation Account  
 Tables for DA and CSD may be combined on one table.  
 For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account

## FY 2002 Budget Request by Program/Country

Fiscal Year: 2002      Program/Country: USAID/GHANA  
 Approp: PL 480  
 Scenario:

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
SO 1: Increased Private Sector Growth															
Bilateral		9,204												9,204	
Field Spt	0	9,204	0	0	0	0	0	0	0	0	0	0	0	9,204	0
SO 2: Increased Effectiveness of the Primary Education System															
Bilateral		8,590												8,590	
Field Spt	0	8,590	0	0	0	0	0	0	0	0	0	0	0	8,590	0
SO 3: Improved Family Health															
Bilateral		2,659												2,659	
Field Spt	0	2,659	0	0	0	0	0	0	0	0	0	0	0	2,659	0
SO 4:															
Bilateral															
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral															
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral															
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM															
Total Bilateral	0	20,453	0	0	0	0	0	0	0	0	0	0	0	20,453	0
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	0	20,453	0	0	0	0	0	0	0	0	0	0	0	20,453	0

### FY 2002 Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2002 Account Distribution (DA only)

DA Program Total	20,453
CSD Program Total	0
TOTAL	20,453

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2003 Budget Request by Program/Country

Fiscal Year: 2003      Program/Country: USAID/GHANA  
 Approp: PL 480  
 Scenario:

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
SO 1: Increased Private Sector Growth															
Bilateral		9,226												9,226	
Field Spt	0	9,226	0	0	0	0	0	0	0	0	0	0	0	9,226	0
SO 2: Increased Effectiveness of the Primary Education System															
Bilateral		8,611												8,611	
Field Spt	0	8,611	0	0	0	0	0	0	0	0	0	0	0	8,611	0
SO 3: Improved Family Health															
Bilateral		2,665												2,665	
Field Spt	0	2,665	0	0	0	0	0	0	0	0	0	0	0	2,665	0
SO 4:															
Bilateral															
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral															
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral															
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM															
Total Bilateral	0	20,502	0	0	0	0	0	0	0	0	0	0	0	20,502	0
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PROGRAM</b>	<b>0</b>	<b>20,502</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,502</b>	<b>0</b>

### FY 2003 Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2003 Account Distribution (DA only)

DA Program Total	20,502
CSD Program Total	0
<b>TOTAL</b>	<b>20,502</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

### Washington and Overseas Workforce Tables

Org_____USAID/GHANA																	
End of year On-Board								Total	Org.	Fin.	Admin.	Con-	All		Total	Total	
FY 2001 Estimate	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	SO/SpO	Mgmt.	Mgmt	Mgmt	tract	Legal	Other	Mgmt.	Staff	
OE Funded: 1/																	
U.S. Direct Hire	1	1	1					3	4	2	1	2			9	12	
Other U.S. Citizens								0	1		1					2	2
FSN/TCN Direct Hire	1.33	1.33	0.34					3	2		1					3	6
Other FSN/TCN	1		2					3	4	15	47	5			71	74	
Subtotal	2.33	3.33	3.34	0	0	0	0	9	8	20	50	7	0	0	85	94	
Program Funded 1/																	
U.S. Citizens	1.33	1.34	1.33	2				6	1						1	7	
FSNs/TCNs	3.34	3.33	4.33	2				13							0	13	
Subtotal	4.67	4.67	5.66	4	0	0	0	19	0	0	1	0	0	0	1	20	
Total Direct Workforce	7	8	9	4	0	0	0	28	8	20	51	7	0	0	86	114	
TAACS	1							1							0	1	
Fellows	1							1							0	1	
NEPs								0							0	0	
Subtotal	0	0	2	0	0	0	0	2	0	0	0	0	0	0	0	2	
TOTAL WORKFORCE	7	8	11	4	0	0	0	30	8	20	51	7	0	0	86	116	

### Washington and Overseas Workforce Tables

Org _____ USAID/GHANA																
End of year On-Board								Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>FY 2002 Target</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
<b>OE Funded: 1/</b>																
U.S. Direct Hire	1	1	1					3	4	2	1	2			9	12
Other U.S. Citizens								0		1	1				2	2
FSN/TCN Direct Hire	1.33	1.33	0.34					3		2	1				3	6
Other FSN/TCN		1	2					3	4	15	47	5			71	74
Subtotal	2.33	3.33	3.34	0	0	0	0	9	8	20	50	7	0	0	85	94
<b>Program Funded 1/</b>																
U.S. Citizens	1.33	1.34	2.33	2				7			1				1	8
FSNs/TCNs	3.34	3.33	4.33	2				13			1				1	14
Subtotal	4.67	4.67	6.66	4	0	0	0	20	0	0	2	0	0	0	2	22
Total Direct Workforce	7	8	10	4	0	0	0	29	8	20	52	7	0	0	87	116
TAACS			1					1							0	1
Fellows			1					1							0	1
IDIs								0							0	0
Subtotal	0	0	2	0	0	0	0	2	0	0	0	0	0	0	0	2
<b>TOTAL WORKFORCE</b>	<b>7</b>	<b>8</b>	<b>12</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31</b>	<b>8</b>	<b>20</b>	<b>52</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>87</b>	<b>118</b>

### Washington and Overseas Workforce Tables

Org_____USAID/GHANA								Total SO/SpO Staff							Total Mgmt.	Total Staff
End of year On-Board									Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other		
FY 2003 Target	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
OE Funded: 1/ U.S. Direct Hire	1	1	1					3	4	2	1	1			8	11
Other U.S. Citizens								0		1	1				2	2
FSN/TCN Direct Hire	1.33	1.33	0.34					3		2	1				3	6
Other FSN/TCN		1	2					3	4	15	47	5			71	74
Subtotal	2.33	3.33	3.34	0	0	0	0	9	8	20	50	6	0	0	84	93
Program Funded 1/ U.S. Citizens	1.33	1.34	3.33	2				8			1				1	9
FSNs/TCNs	3.34	3.33	4.33	2				13							0	13
Subtotal	4.67	4.67	7.66	4	0	0	0	21	0	0	1	0	0	0	1	22
Total Direct Workforce	7	8	11	4	0	0	0	30	8	20	51	6	0	0	85	115
TAACS	1							1							0	1
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1
TOTAL WORKFORCE	7	8	12	4	0	0	0	31	8	20	51	6	0	0	85	116

1/ Excludes TAACS, Fellows, and NEPs

### Washington and Overseas Workforce Tables

Org_____USAID/GHANA								Total SO/SpO Staff							Total Mgmt.	Total Staff
End of year On-Board	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2		Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other		
<b>FY 2003 Request</b>																
<b>OE Funded: 1/</b>																
U.S. Direct Hire	1	1	1					3	4	2	1	1			8	11
Other U.S. Citizens								0		1	1				2	2
FSN/TCN Direct Hire	1.33	1.33	0.34					3		2	1				3	6
Other FSN/TCN		1	2					3	4	15	47	5			71	74
Subtotal	2.33	3.33	3.34	0	0	0	0	9	8	20	50	6	0	0	84	93
<b>Program Funded 1/</b>																
U.S. Citizens	1.33	1.34	3.33	2				9			1				1	10
FSNs/TCNs	3.34	3.33	4.33	2				13							0	13
Subtotal	4.67	4.67	7.66	4	0	0	0	21	0	0	1	0	0	0	1	22
Total Direct Workforce	7	8	11	4	0	0	0	30	8	20	51	6	0	0	85	115
TAACS			1					1							0	1
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1
TOTAL WORKFORCE	7	8	12	4	0	0	0	31	8	20	51	6	0	0	85	116

# USDH Staffing Requirements by Backstop, FY 2001 - FY 2004

Mission: GHANA

Occupational Backstop (BS)	Number of USDH Employees in Backstop in:			
	FY 2001	FY 2002	FY 2003	FY 2004

Senior Management				
<b>SMG - 01</b>	2	2	2	2
Program Management				
<b>Program Mgt - 02</b>	1	1	1	1
<b>Project Dvpm Officer - 94</b>	1	1	1	1
Support Management				
<b>EXO - 03</b>	1	1	1	1
<b>Controller - 04</b>	2	2	2	2
<b>Legal - 85</b>	0	0	0	0
<b>Commodity Mgt. - 92</b>	0	0	0	0
<b>Contract Mgt. - 93</b>	2	2	1	1
Sector Management				
<b>Agriculture - 10 &amp; 14</b>	0	0	0	0
<b>Economics - 11</b>	0	0	0	0
<b>Democracy - 12</b>	0	0	0	0
<b>Food for Peace - 15</b>	0	0	0	0
<b>Private Enterprise - 21</b>	1	1	1	1
<b>Engineering - 25</b>	0	0	0	0
<b>Environment - 40 &amp; 75</b>	0	0	0	0
<b>Health/Pop. - 50</b>	1	1	1	1
<b>Education - 60</b>	1	1	1	1

<b>Total</b>	12	12	11	11
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**GDOs:** If you have a position that is currently designated a BS-12 GDO, list that position under the occupational backstop that most closely reflects the skills needed for the position.  
**RUDOs:** do not forget to include those who were in UE-funded RUDO positions.  
 remaining **IDIs:** list under the occupational Backstop for the work they do.

Please e-mail this worksheet in Excel to: Maribeth Zankowski@HR.PPIM@aidw and to M. Cary Kauffman@HR.PPIM@aidw as well as include it with your R4 submission.

OPERATING EXPENSES

11/20/2001  
8:47 AM

Org. Title: USAID/GHANA		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: 641.0													
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	39.3		39.3	48.5		48.5	58.1		58.1	58.1		58.1
	Subtotal OC 11.1	39.3	0.0	39.3	48.5	0.0	48.5	58.1	0.0	58.1	58.1	0.0	58.1
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0.0			0.0			0.0			0.0
11.5	FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	113.5		113.5	98.3		98.3	98.3		98.3	98.3		98.3
11.8	FN PSC Salaries	271.4		271.4	81.6	232.1	313.6	101.1	272.9	374.0	101.1	272.9	374.0
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0
	Subtotal OC 11.8	384.8	0.0	384.8	179.9	232.1	411.9	199.4	272.9	472.3	199.4	272.9	472.3
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	123.8		123.8	120.0		120.0	108.0		108.0	108.0		108.0
12.1	Cost of Living Allowances	62.4		62.4	56.8		56.8	51.8		51.8	51.8		51.8
12.1	Home Service Transfer Allowances	10.0		10.0	5.6		5.6	2.1		2.1	2.1		2.1
12.1	Quarters Allowances	8.4		8.4	8.4		8.4	8.4		8.4	8.4		8.4
12.1	Other Misc. USDH Benefits			0.0			0.0			0.0			0.0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FNDH			0.0			0.0			0.0			0.0
12.1	Other FNDH Benefits		10.3	10.3		12.1	12.1		14.8	14.8		14.8	14.8
12.1	US PSC Benefits			0.0			0.0			0.0			0.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FN PSC			0.0			0.0			0.0			0.0
12.1	Other FN PSC Benefits	9.5	79.7	89.2		95.8	95.8		112.3	112.3		112.3	112.3
12.1	IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0
	Subtotal OC 12.1	214.1	90.0	304.1	190.8	108.0	298.7	170.3	127.1	297.4	170.3	127.1	297.4
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	82.74		82.7	92.7		92.7	77.7		77.7	77.7		77.7
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

OPERATING EXPENSES

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Org. Title: USAID/GHANA		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: 641.0													
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21.0	Post Assignment Travel - to field	17.8		17.8	70.8		70.8	29.3		29.3	29.3		29.3
21.0	Assignment to Washington Travel			0.0			0.0			0.0			0.0
21.0	Home Leave Travel	21.2		21.2	54.8		54.8	76.9		76.9	76.9		76.9
21.0	R & R Travel	64.1		64.1	74.1		74.1	16.8		16.8	16.8		16.8
21.0	Education Travel	6.4		6.4	8.5		8.5	8.5		8.5	8.5		8.5
21.0	Evacuation Travel			0.0			0.0			0.0			0.0
21.0	Retirement Travel			0.0			0.0			0.0			0.0
21.0	Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0
21.0	Other Mandatory/Statutory Travel	30.0		30.0	30.0		30.0	30.0		30.0	30.0		30.0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	9.8		9.8	9.8		9.8	9.8		9.8	9.8		9.8
21.0	Site Visits - Mission Personnel	35.5		35.5	35.5		35.5	35.5		35.5	35.5		35.5
21.0	Conferences/Seminars/Meetings/Retreats	26.9		26.9	26.9		26.9	26.9		26.9	26.9		26.9
21.0	Assessment Travel			0.0			0.0			0.0			0.0
21.0	Impact Evaluation Travel			0.0			0.0			0.0			0.0
21.0	Disaster Travel (to respond to specific disasters)			0.0			0.0			0.0			0.0
21.0	Recruitment Travel			0.0			0.0			0.0			0.0
21.0	Other Operational Travel	46.2		46.2	46.2		46.2	46.2		46.2	46.2		46.2
	Subtotal OC 21.0	340.6	0.0	340.6	449.3	0.0	449.3	357.6	0.0	357.6	357.6	0.0	357.6
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	101.0		101.0	277.8		277.8	104.6		104.6	104.6		104.6
22.0	Home Leave Freight	28.1		28.1	20.6		20.6	29.1		29.1	29.1		29.1
22.0	Retirement Freight			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Office Furniture/Equip.	58.6		58.6	18.6		18.6	36.4		36.4	36.4		36.4
22.0	Transportation/Freight for Res. Furniture/Equip.	19.9		19.9	11.2		11.2	11.2		11.2	11.2		11.2
	Subtotal OC 22.0	207.5	0.0	207.5	328.2	0.0	328.2	181.2	0.0	181.2	181.2	0.0	181.2
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	46.3		46.3	50.9		50.9	50.9		50.9	50.9		50.9
23.2	Rental Payments to Others - Warehouse Space	15.7		15.7	15.7		15.7	15.7		15.7	15.7		15.7
23.2	Rental Payments to Others - Residences	286.3		286.3	281.5		281.5	255.3		255.3	255.3		255.3
	Subtotal OC 23.2	348.3	0.0	348.3	348.1	0.0	348.1	321.8	0.0	321.8	321.8	0.0	321.8
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	89.6		89.6	79.9		79.9	99.9		99.9	99.9		99.9
23.3	Residential Utilities	105.5		105.5	117.9		117.9	122.9		122.9	122.9		122.9
23.3	Telephone Costs	26.7		26.7	28.6		28.6	32.0		32.0	32.0		32.0
23.3	IT Software Leases			0.0			0.0			0.0			0.0
23.3	IT Hardware Lease			0.0			0.0			0.0			0.0
23.3	Commercial Time Sharing			0.0			0.0			0.0			0.0
23.3	Postal Fees (Other than APO Mail)			0.0			0.0			0.0			0.0
23.3	Other Mail Service Costs			0.0			0.0			0.0			0.0
23.3	Courier Services	14.2		14.2	14.2		14.2	14.2		14.2	14.2		14.2
	Subtotal OC 23.3	236.0	0.0	236.0	240.6	0.0	240.6	269.0	0.0	269.0	269.0	0.0	269.0
24.0	Printing and Reproduction	3.1		3.1	3.1		3.1	3.1		3.1	3.1		3.1
	Subtotal OC 24.0	3.1	0.0	3.1	3.1	0.0	3.1	3.1	0.0	3.1	3.1	0.0	3.1

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Org. Title: USAID/GHANA		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: 641.0													
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0.0			0.0			0.0			0.0
25.1	Management & Professional Support Services			0.0			0.0			0.0			0.0
25.1	Engineering & Technical Services			0.0			0.0			0.0			0.0
	Subtotal OC 25.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	59.9		59.9	62.9		62.9	62.9		62.9	62.9		62.9
25.2	Residential Security Guard Services	139.3		139.3	157.2		157.2	136.3		136.3	136.3		136.3
25.2	Official Residential Expenses			0.0			0.0			0.0			0.0
25.2	Representation Allowances	1.7		1.7	1.7		1.7	1.7		1.7	1.7		1.7
25.2	Non-Federal Audits			0.0			0.0			0.0			0.0
25.2	Grievances/Investigations			0.0			0.0			0.0			0.0
25.2	Insurance and Vehicle Registration Fees			0.0			0.0			0.0			0.0
25.2	Vehicle Rental			0.0			0.0			0.0			0.0
25.2	Manpower Contracts			0.0			0.0			0.0			0.0
25.2	Records Declassification & Other Records Services			0.0			0.0			0.0			0.0
25.2	Recruiting activities			0.0			0.0			0.0			0.0
25.2	Penalty Interest Payments			0.0			0.0			0.0			0.0
25.2	Other Miscellaneous Services	32.0		32.0	32.0		32.0	27.8		27.8	27.8		27.8
25.2	Staff training contracts			0.0			0.0			0.0			0.0
25.2	IT related contracts			0.0			0.0			0.0			0.0
	Subtotal OC 25.2	232.9	0.0	232.9	253.8	0.0	253.8	228.7	0.0	228.7	228.7	0.0	228.7
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	240.0		240.0	262.0		262.0	220.0		220.0	220.0		220.0
25.3	All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0
	Subtotal OC 25.3	240.0	0.0	240.0	262.0	0.0	262.0	220.0	0.0	220.0	220.0	0.0	220.0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	12.1		12.1	14.5		14.5	14.5		14.5	14.5		14.5
25.4	Residential Building Maintenance	47.5		47.5	42.0		42.0	40.0		40.0	40.0		40.0
	Subtotal OC 25.4	59.6	0.0	59.6	56.5	0.0	56.5	54.5	0.0	54.5	54.5	0.0	54.5
25.6	Medical Care												
	Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	IT and telephone operation and maintenance costs			0.0			0.0			0.0			0.0
25.7	Storage Services			0.0			0.0			0.0			0.0
25.7	Office Furniture/Equip. Repair and Maintenance	10.1		10.1	12.3		12.3	12.3		12.3	12.3		12.3
25.7	Vehicle Repair and Maintenance	150.0		150.0	140.0		140.0	130.0		130.0	130.0		130.0
25.7	Residential Furniture/Equip. Repair and Maintenance	5.0		5.0	8.0		8.0	8.0		8.0	8.0		8.0
	Subtotal OC 25.7	165.1	0.0	165.1	160.3	0.0	160.3	150.3	0.0	150.3	150.3	0.0	150.3
25.8	Substance & spt. of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

OPERATING EXPENSES

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Org. Title: USAID/GHANA															
Org. No: 641.0		FY 2001 Estimate				FY 2002 Target				FY 2003 Target			FY 2003 Request		
OC		Dollars	TF	Total		Dollars	TF	Total		Dollars	TF	Total	Dollars	TF	Total
26.0	Supplies and materials	53.2		53.2		36.7		36.7		36.7		36.7	36.7		36.7
	Subtotal OC 26.0	53.2	0.0	53.2		36.7	0.0	36.7		36.7	0.0	36.7	36.7	0.0	36.7
31.0	Equipment	Do not enter data on this line				Do not enter data on this line				Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	41.3		41.3		21.9		21.9		51.5		51.5	51.5		51.5
31.0	Purchase of Office Furniture/Equip.	45.1		45.1		20.1		20.1		25.4		25.4	25.4		25.4
31.0	Purchase of Vehicles	56.4		56.4				0.0				0.0			0.0
31.0	Armoring of Vehicles			0.0				0.0				0.0			0.0
31.0	Purchase of Printing/Graphics Equipment			0.0				0.0				0.0			0.0
31.0	IT Hardware purchases	40.7		40.7		30.0		30.0		50.5		50.5	50.5		50.5
31.0	IT Software purchases	0.7		0.7		0.7		0.7		0.7		0.7	0.7		0.7
	Subtotal OC 31.0	184.3	0.0	184.3		72.7	0.0	72.7		128.1	0.0	128.1	128.1	0.0	128.1
		Do not enter data on this				Do not enter data on thi				Do not enter data on thi			Do not enter data on thi		
32.0	Lands and structures														
32.0	Purchase of Land & Buildings (& bldg. construction)			0.0				0.0				0.0			0.0
32.0	Purchase of fixed equipment for buildings			0.0				0.0				0.0			0.0
32.0	Purchase of fixed security equipment for buildings			0.0				0.0				0.0			0.0
32.0	Building Renovations/Alterations - Office			0.0				0.0				0.0			0.0
32.0	Building Renovations/Alterations - Residential	0.0	0.0	0.0		0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0	0.0
	Subtotal OC 32.0			0.0				0.0				0.0			0.0
42.0	Claims and indemnities	0.0	0.0	0.0		0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0	0.0
	Subtotal OC 42.0	0.0	0.0	0.0		0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0	0.0
TOTAL BUDGET		2708.5	90.0	2,798.5		2630.4	340.0	2,970.4		2378.7	400.0	2,778.7	2378.7	400.0	2,778.7

Additional Mandatory Information

Dollars Used for Local Currency Purchases

Exchange Rate Used in Computations

\_\_\_\_\_

7,500.0

\_\_\_\_\_

8,500.0

\_\_\_\_\_

10,000.0

\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.

On that form, OE funded deposits must equal:

0.0

0.0

0.0

NOTE:

Organization: Ghana

Foreign National Voluntary Separation Account									
Action	FY 2001			FY 2002			FY 2003		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits			0.0			0.0			0.0
Withdrawals			0.0			0.0			0.0

Local Currency Trust Funds - Regular				
	FY 2001 Estimate	FY 2002 Target	FY 2003 Target	FY 2003 Request
Balance Start of Year	6.7	414.7	624.7	624.7
Obligations	90.0	340.0	400.0	400.0
Deposits	498.0	550.0	550.0	550.0
Balance End of Year	414.7	624.7	774.7	774.7

Exchange Rate                      7,500.0                      8,500.0                      10,000.0

Local Currency Trust Funds - Real Property				
	FY 2001 Estimate	FY 2002 Target	FY 2003 Target	FY 2003 Request
Balance Start of Year				
Obligations				
Deposits				
Balance End of Year	0.0	0.0	0.0	0.0

Exchange Rate                      \_\_\_\_\_                      \_\_\_\_\_                      \_\_\_\_\_

# Cost of Controller Operations

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Org. Title: USAID/GHANA		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: 641.0		Dollars TF Total			Dollars TF Total			Dollars TF Total			Dollars TF Total		
OC													
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	13.0		13.0	16.0		16.0	19.2		19.2	19.2		19.2
	Subtotal OC 11.1	13.0	0.0	13.0	16.0	0.0	16.0	19.2	0.0	19.2	19.2	0.0	19.2
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.3	0.00	0.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0.0			0.0			0.0			0.0
11.5	FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.5	0.00	0.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	28.7		28.7	32.4		32.4	32.4		32.4	32.4		32.4
11.8	FN PSC Salaries	57.0		57.0	17.1	48.7	65.9	24.8	46.4	71.2	24.8	46.4	71.2
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0
	Subtotal OC 11.8	85.71	0.00	85.7	49.6	48.7	98.3	57.2	46.4	103.6	57.2	46.4	103.6
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	18.0		18.0	18.0		18.0	18.0		18.0	18.0		18.0
12.1	Cost of Living Allowances	10.6		10.6	9.7		9.7	8.8		8.8	8.8		8.8
12.1	Home Service Transfer Allowances	0.70		0.7	0.7		0.7	0.7		0.7	0.7		0.7
12.1	Quarters Allowances	0.00		0.0			0.0			0.0			0.0
12.1	Other Misc. USDH Benefits			0.0			0.0			0.0			0.0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FNDH			0.0			0.0			0.0			0.0
12.1	Other FNDH Benefits		3.40	3.4		4.0	4.0		2.5	2.5		2.5	2.5
12.1	US PSC Benefits			0.0			0.0			0.0			0.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FN PSC			0.0			0.0			0.0			0.0
12.1	Other FN PSC Benefits	2.00	16.73	18.7		20.1	20.1		23.6	23.6		23.6	23.6
12.1	IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0
	Subtotal OC 12.1	31.30	20.14	51.4	28.4	24.1	52.5	27.5	26.1	53.6	27.5	26.1	53.6
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0
	Subtotal OC 13.0	0.00	0.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	14.07		14.1	15.8		15.8	13.2		13.2	13.2		13.2
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	6.16		6.2	8.0		8.0	9.8		9.8	9.8		9.8
21.0	Assignment to Washington Travel			0.0			0.0			0.0			0.0
21.0	Home Leave Travel	6.40		6.4	7.6		7.6	4.0		4.0	4.0		4.0
21.0	R & R Travel	8.60		8.6	8.6		8.6	5.6		5.6	5.6		5.6

**Cost of Controller Operations**

11/20/2001

8:44 AM

Org. Title: USAID/GHANA		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: 641.0		Dollars TF Total			Dollars TF Total			Dollars TF Total			Dollars TF Total		
OC													
21.0	Education Travel	2.13		2.1		0.0		0.0		0.0		0.0	
21.0	Evacuation Travel			0.0		0.0		0.0		0.0		0.0	
21.0	Retirement Travel			0.0		0.0		0.0		0.0		0.0	
21.0	Pre-Employment Invitational Travel			0.0		0.0		0.0		0.0		0.0	
21.0	Other Mandatory/Statutory Travel	5.10		5.1	5.10	5.1		5.10		5.1	5.10		5.1
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel			0.0		0.0				0.0		0.0	
21.0	Site Visits - Mission Personnel	6.03		6.0	6.0	6.0		6.0		6.0	6.0		6.0
21.0	Conferences/Seminars/Meetings/Retreats	17.72		17.7	17.72	17.7		17.72		17.7	17.72		17.7
21.0	Assessment Travel			0.0		0.0				0.0		0.0	
21.0	Impact Evaluation Travel			0.0		0.0				0.0		0.0	
21.0	Disaster Travel (to respond to specific disasters)			0.0		0.0				0.0		0.0	
21.0	Recruitment Travel			0.0		0.0				0.0		0.0	
21.0	Other Operational Travel	25.55		25.6	25.55	25.6		25.55		25.6	25.55		25.6
	Subtotal OC 21.0	91.76	0.00	91.8	94.3	0.0	94.3	87.0	0.0	87.0	87.0	0.0	87.0
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	34.23		34.2	34.6	34.6		34.9		34.9	34.9		34.9
22.0	Home Leave Freight	15.43		15.4	1.8	1.8		1.8		1.8	1.8		1.8
22.0	Retirement Freight			0.0		0.0				0.0		0.0	
22.0	Transportation/Freight for Office Furniture/Equip.	9.96		10.0	3.2	3.2		6.2		6.2	6.2		6.2
22.0	Transportation/Freight for Res. Furniture/Equip.	0.34		0.3	1.9	1.9		1.9		1.9	1.9		1.9
	Subtotal OC 22.0	59.96	0.00	60.0	41.4	0.0	41.4	44.7	0.0	44.7	44.7	0.0	44.7
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	8.33		8.3	8.7	8.7		8.7		8.7	8.7		8.7
23.2	Rental Payments to Others - Warehouse Space	2.83		2.8	2.67	2.7		2.67		2.7	2.67		2.7
23.2	Rental Payments to Others - Residences	48.00		48.0	48.0	48.0		48.0		48.0	48.0		48.0
	Subtotal OC 23.2	59.15	0.00	59.2	59.3	0.0	59.3	59.3	0.0	59.3	59.3	0.0	59.3
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	16.12		16.1	14.4	14.4		18.0		18.0	18.0		18.0
23.3	Residential Utilities	18.99		19.0	20.0	20.0		20.9		20.9	20.9		20.9
23.3	Telephone Costs	4.54		4.5	4.9	4.9		5.4		5.4	5.4		5.4
23.3	IT Software Leases			0.0		0.0				0.0		0.0	
23.3	IT Hardware Lease			0.0		0.0				0.0		0.0	
23.3	Commercial Time Sharing			0.0		0.0				0.0		0.0	
23.3	Postal Fees (Other than APO Mail)			0.0		0.0				0.0		0.0	
23.3	Other Mail Service Costs			0.0		0.0				0.0		0.0	
23.3	Courier Services	2.41		2.4	2.41	2.4		2.41		2.4	2.41		2.4
	Subtotal OC 23.3	42.07	0.00	42.1	41.7	0.0	41.7	46.7	0.0	46.7	46.7	0.0	46.7
24.0	Printing and Reproduction	0.52		0.5	0.53	0.5		0.53		0.5	0.53		0.5
	Subtotal OC 24.0	0.52	0.00	0.5	0.5	0.0	0.5	0.5	0.0	0.5	0.5	0.0	0.5
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0.0		0.0				0.0		0.0	
25.1	Management & Professional Support Services			0.0		0.0				0.0		0.0	
25.1	Engineering & Technical Services			0.0		0.0				0.0		0.0	
	Subtotal OC 25.1	0.00	0.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

# Cost of Controller Operations

11/20/2001  
8:44 AM

Org. Title: USAID/GHANA		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: 641.0		Dollars TF Total			Dollars TF Total			Dollars TF Total			Dollars TF Total		
OC													
25.2	Office Security Guards	10.78		10.8	10.7		10.7	10.7		10.7	10.7		10.7
25.2	Residential Security Guard Services	23.68		23.7	26.7		26.7	23.2		23.2	23.2		23.2
25.2	Official Residential Expenses			0.0			0.0			0.0			0.0
25.2	Representation Allowances			0.0			0.0			0.0			0.0
25.2	Non-Federal Audits			0.0			0.0			0.0			0.0
25.2	Grievances/Investigations			0.0			0.0			0.0			0.0
25.2	Insurance and Vehicle Registration Fees			0.0			0.0			0.0			0.0
25.2	Vehicle Rental			0.0			0.0			0.0			0.0
25.2	Manpower Contracts			0.0			0.0			0.0			0.0
25.2	Records Declassification & Other Records Services			0.0			0.0			0.0			0.0
25.2	Recruiting activities			0.0			0.0			0.0			0.0
25.2	Penalty Interest Payments			0.0			0.0			0.0			0.0
25.2	Other Miscellaneous Services	5.44		5.4	5.44		5.4	4.7		4.7	4.7		4.7
25.2	Staff training contracts			0.0			0.0			0.0			0.0
25.2	IT related contracts			0.0			0.0			0.0			0.0
	Subtotal OC 25.2	39.89	0.00	39.9	42.9	0.0	42.9	38.6	0.0	38.6	38.6	0.0	38.6
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	40.80		40.8	44.5		44.5	37.4		37.4	37.4		37.4
25.3	All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0
	Subtotal OC 25.3	40.80	0.00	40.8	44.5	0.0	44.5	37.4	0.0	37.4	37.4	0.0	37.4
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	2.18		2.2	2.6		2.6	2.6		2.6	2.6		2.6
25.4	Residential Building Maintenance	8.08		8.1	7.1		7.1	6.8		6.8	6.8		6.8
	Subtotal OC 25.4	10.25	0.00	10.3	9.8	0.0	9.8	9.4	0.0	9.4	9.4	0.0	9.4
25.6	Medical Care												
	Subtotal OC 25.6	0.00	0.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	IT and telephone operation and maintenance costs			0.0			0.0			0.0			0.0
25.7	Storage Services			0.0			0.0			0.0			0.0
25.7	Office Furniture/Equip. Repair and Maintenance	1.71		1.7	2.1		2.1	2.1		2.1	2.1		2.1
25.7	Vehicle Repair and Maintenance	25.50		25.5	23.8		23.8	22.1		22.1	22.1		22.1
25.7	Residential Furniture/Equip. Repair and Maintenance	0.85		0.9	1.4		1.4	1.4		1.4	1.4		1.4
	Subtotal OC 25.7	28.06	0.00	28.1	27.2	0.0	27.2	25.5	0.0	25.5	25.5	0.0	25.5
25.8	Subsistence & spt. of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0
	Subtotal OC 25.8	0.00	0.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0	Supplies and materials	9.04		9.0	6.2		6.2	6.2		6.2	6.2		6.2
	Subtotal OC 26.0	9.04	0.00	9.0	6.2	0.0	6.2	6.2	0.0	6.2	6.2	0.0	6.2
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	14.04		14.0	3.7		3.7	8.8		8.8	8.8		8.8
31.0	Purchase of Office Furniture/Equip.	7.67		7.7	3.4		3.4	4.0		4.0	4.0		4.0
31.0	Purchase of Vehicles	9.59		9.6			0.0			0.0			0.0
31.0	Armoring of Vehicles			0.0			0.0			0.0			0.0
31.0	Purchase of Printing/Graphics Equipment			0.0			0.0			0.0			0.0
31.0	IT Hardware purchases	6.92		6.9	5.10		5.1	8.59		8.6	8.59		8.6
31.0	IT Software purchases	0.12		0.1	0.12		0.1	0.12		0.1	0.12		0.1

# Cost of Controller Operations

11/20/2001  
8:44 AM

Org. Title: USAID/GHANA			8:44 AM											
Org. No: 641.0			FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
OC			Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
Subtotal OC 31.0			38.34	0.00	38.3	12.4	0.0	12.4	21.5	0.0	21.5	21.5	0.0	21.5
Do not enter data on this						Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Lands and structures													
32.0	Purchase of Land & Buildings (& bldg. construction)		0.0			0.0			0.0			0.0		
32.0	Purchase of fixed equipment for buildings		0.0			0.0			0.0			0.0		
32.0	Purchase of fixed security equipment for buildings		0.0			0.0			0.0			0.0		
32.0	Building Renovations/Alterations - Office		0.0			0.0			0.0			0.0		
32.0	Building Renovations/Alterations - Residential		0.00	0.00	0.0	0.0			0.0			0.0		
Subtotal OC 32.0			0.0			0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42.0	Claims and indemnities		0.00	0.00	0.0	0.0			0.0			0.0		
Subtotal OC 42.0			0.00	0.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL BUDGET			549.8	20.1	570.0	474.2	72.9	547.1	480.8	72.5	553.3	480.8	72.5	553.3

## Additional Mandatory Information

Dollars Used for Local Currency Purchases

Exchange Rate Used in Computations

\_\_\_\_\_

7,500.0

\_\_\_\_\_

8,500.0

\_\_\_\_\_

10,000.0

\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.  
On that form, OE funded deposits must equal:

0.0

0.0

0.0

## Accessing Global Bureau Services Through Field Support and Buy-Ins

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2002 Obligated by:		FY 2003 Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
SO 3: Improved Family Health	936-3097 POP COUNCIL PROGRAM	Medium-High	2 years		300		450
SO 3: Improved Family Health	936-5970.02 TAACS (CDC)	High	4years		265		300
SO 3: Improved Family Health	936-3096.01 BASICS II	Medium-High	4years		350		500
SO 3: Improved Family Health	936-3082.01 LINKAGES	Medium	4years		600		550
SO 3: Improved Family Health	936-3083.01 MEASURE (DHS)	High	3years		485		500
SO 3: Improved Family Health	936-3069.01 JHPIEGO	High	2years		485		700
SO 3: Improved Family Health	936-3052.02 JHU/PCS	High	3years		1,790		1,960
SO 3: Improved Family Health	936-3093.01 PRIME II	High	3years		1,350		1,500
SO 1: Private Sector Growth	936-3085 CMS	High			250		650
SO 3: Improved Family Health	936-3094.02 MOST	High	3years		285		300
SO 3: Improved Family Health	936-3078.02 POLICY	Medium	1year		100		0
SO 3: Improved Family Health	936-3068.01 AVSC	High	4years		450		500
SO 3: Improved Family Health	936-3089.01 DELIVER (FPLM)	High	4years		400		450
SO 3: Improved Family Health	936-3084.02 CARE (MoRR)	High	3years		450		725
SO 3: Improved Family Health	936-3057 CONTRACEPTIVE PROCUREMENT	High	4years		2,502		2,800
SO 3: Improved Family Health	936-5994.09 NETMARK	Medium	2years		75		100
SO 3: Improved Family Health	936-3070.01 PLP	Medium	1year		50		0
SO 3: Improved Family Health	936-3090.02 FHI/IMPACT	High	4years		1,400		1,700

SO 3: Improved Family Health	936-3104.01 Health Policy System Strengthening	Medium	3years		210		600
SO 3: Improved Family Health	936-3080.03 WHO (Polio)	Medium	2years		500		700
GRAND TOTAL.....					12,297		14,985

\* For Priorities use high, medium-high, medium, medium-low, low

\_\_\_\_\_

\_\_\_\_\_

# **ANNEXES**

# **ANNEX A**

## **ENVIRONMENTAL IMPACT**

## Annex A. Environmental Impact and Compliance Information

### Component 1. Plan for new or amended IEE or EA actions for coming year:

No new IEEs or EA actions are anticipated this year. The mission is reviewing the results of a GTZ study on Pesticide Use in Ghana. Following this review, the Mission will determine the need and scope of the planned Programmatic Environmental and Economic Assessment of Pesticide Use in Ghana recommended by the SO #1 IEE.

For SO #3, the Mission is awaiting Bureau Environmental Officer's global guidelines on activities promoting use of insecticide treated bednets.

### Component 2. Compliance with previously approved IEEs or EAs:

All Mission activities are in compliance with their corresponding approved IEEs, as reflected in the following table. The mission is in the process of determine the need and scope for conducting the planned PEA for SO #1.

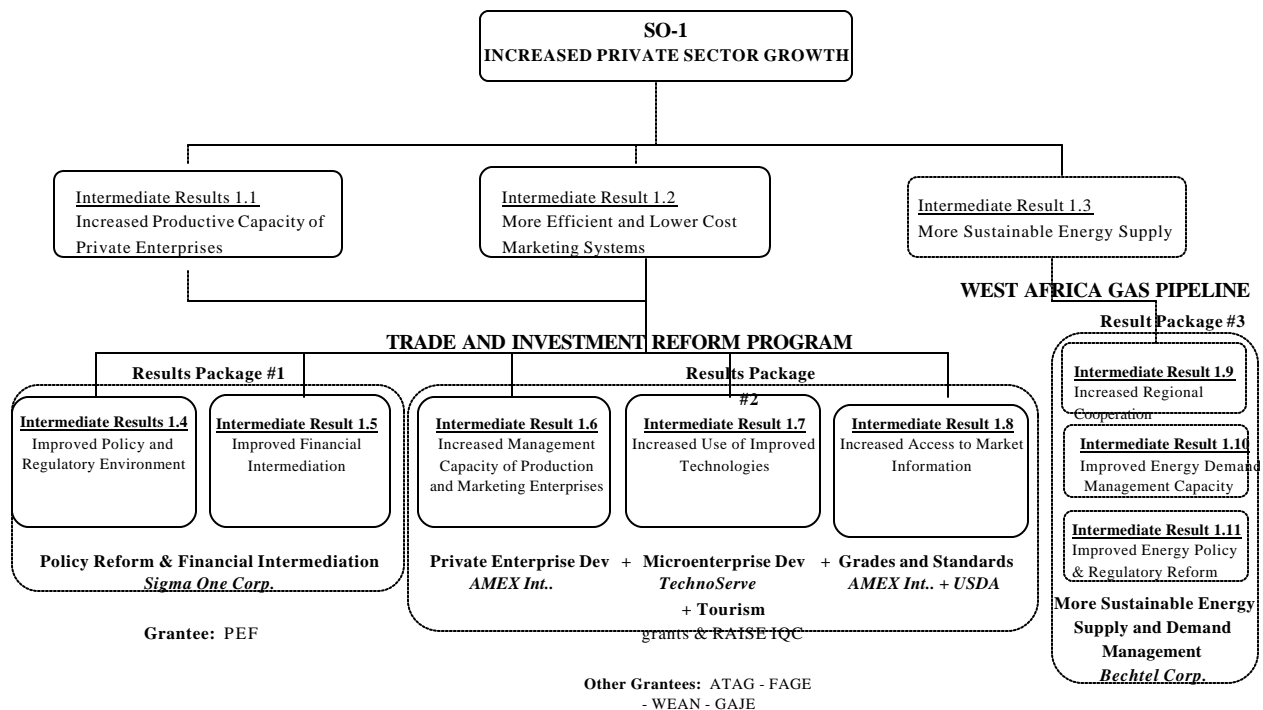
## USAID/GHANA ENVIRONMENTAL REVIEW STATUS, PLANS AND SCHEDULE

Assistance Activities	FY 00 and Previous	FY 01	Comments
<b>SO1 Increased Private Sector Growth</b>			
SO-level/SOAG IEE for all activities. SO1-RP 3 IEE	Increased Private Sector Growth IEE (-27ghan03.iew) signed by BEO on 07/22/97. ATRIP West Africa Gas Pipeline Project –WAGP (SO1-RP 3) IEE (29ghana3atrip.iew) signed by BEO on 11/24/99. Cat.Ex recommended for all RP3 activities. All activities are in compliance with the approved IEEs.	The Mission's plan to conduct a Programmatic Environmental and Economic Assessment of Pesticide use (PEA) in Ghana continues to be on hold until the mission determines its necessity after a review of the results of a similar study conducted by GTZ and the Ministry of Food and Agriculture (MOFA). Thjs determination will be made this year.	The Mission continues to ensure that SO 1 contractors and grantees incorporate environmental soundness principles in TA activities. WAGP IEE Categorical Exclusion status is being monitored to ensure that any grants or fund transfers to other organizations will incorporate provisions that the activities to be undertaken will be within the envelope of the recommended Cat. Ex.
<b>SO2 Increased Effectiveness of the Primary Education System</b>			
SO-level/SOAG IEE for all activities.	Increased Effectiveness of the Primary Education System IEE (26ghana2.iew) signed by BEO on 09/03/96. IEE amendment (27ghana1.iew) signed by BEO on 03/11/97. All activities are in compliance with the approved IEEs.	No action anticipated.	Micro activities involving construction work on school premises will continue to be monitored to determine if an IEE amendment would be warranted in future. Construction work will not exceed 10,000 square meters in all cases.
<b>SO3 Improved Family Health</b>			
SO-level/SOAG IEE for all	Improved Family Health	Mission awaits BEO's	USAID will continue to

activities.	IEE (29ghana1.iee) signed by BEO on 07/07/99. All activities are in compliance with the approved IEE.	global guidelines on activities promoting use of insecticide treated bednets.	monitor testing done for national HIV/AIDS surveillance to assure that test materials continue to be handled and disposed of in a safe manner.
<b>Assistance Activities</b>	<b>FY 99 Previous</b>	<b>FY 00</b>	<b>Comments</b>
<b>SO 4 Enhanced Civic Participation and Accountable Governance</b>			
SO-level/SOAG IEE for all activities	Enhanced Civic Participation and Accountable Governance IEE (27ghana2.iee). Cat.Ex. recommended for all activities. All activities are in compliance with the approved IEE.	No action anticipated	
<b>SPO Supporting the Electoral Process 2000</b>			
SPO-level/SPOAG IEE for all activities	Supporting the Electoral Process 2000 (STEP Y2K) IEE (29ghana1.iee) signed by BEO on 09/15/99. Cat. Ex. recommended for all activities. All activities are in compliance with the approved IEE	No action anticipated	
<b>PL 480 Title II</b>			
PL 480 Title II DAPs	OICI DAP IEE signed by BHR Environmental Officer on 09/29/98. ADRA DAP IEE signed by BHR Environmental Officer on 09/29/98. Technoserve DAP IEE signed by BHR Environmental Officer on 09/29/98. CRS DAP IEE signed by BHR Environmental Officer. All activities are in compliance with their approved IEEs.	No action anticipated	

# **ANNEX B**

## **RESULTS FRAMEWORKS**



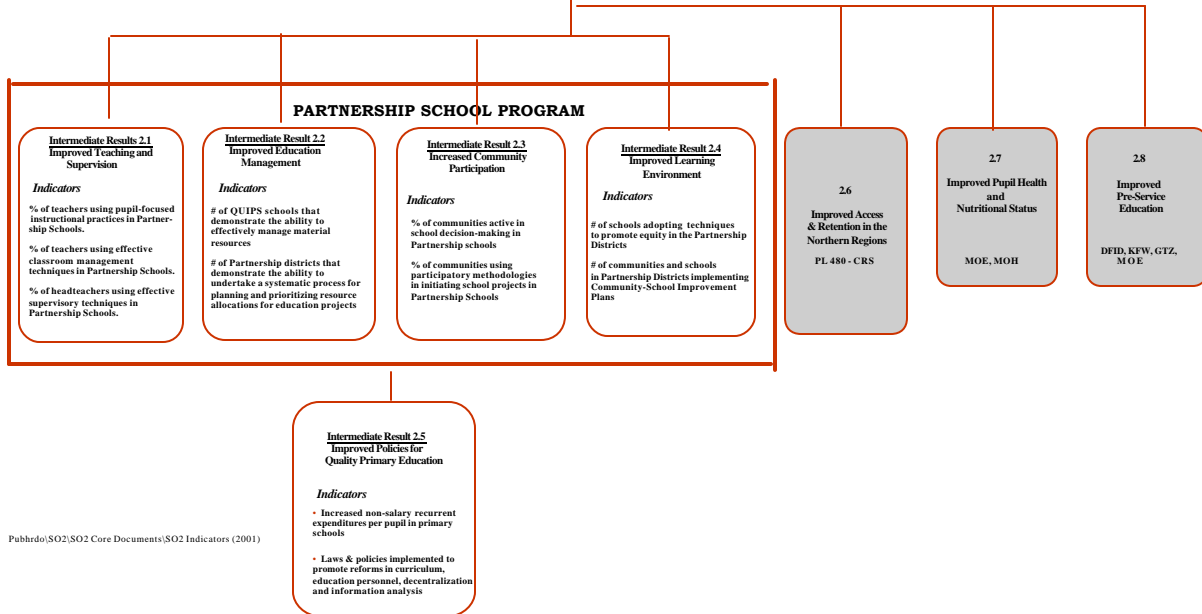
**USAID/Ghana (SO2)**  
**Increased Effectiveness of the Primary Education System through**  
**Quality Improvements in the Primary Schools**

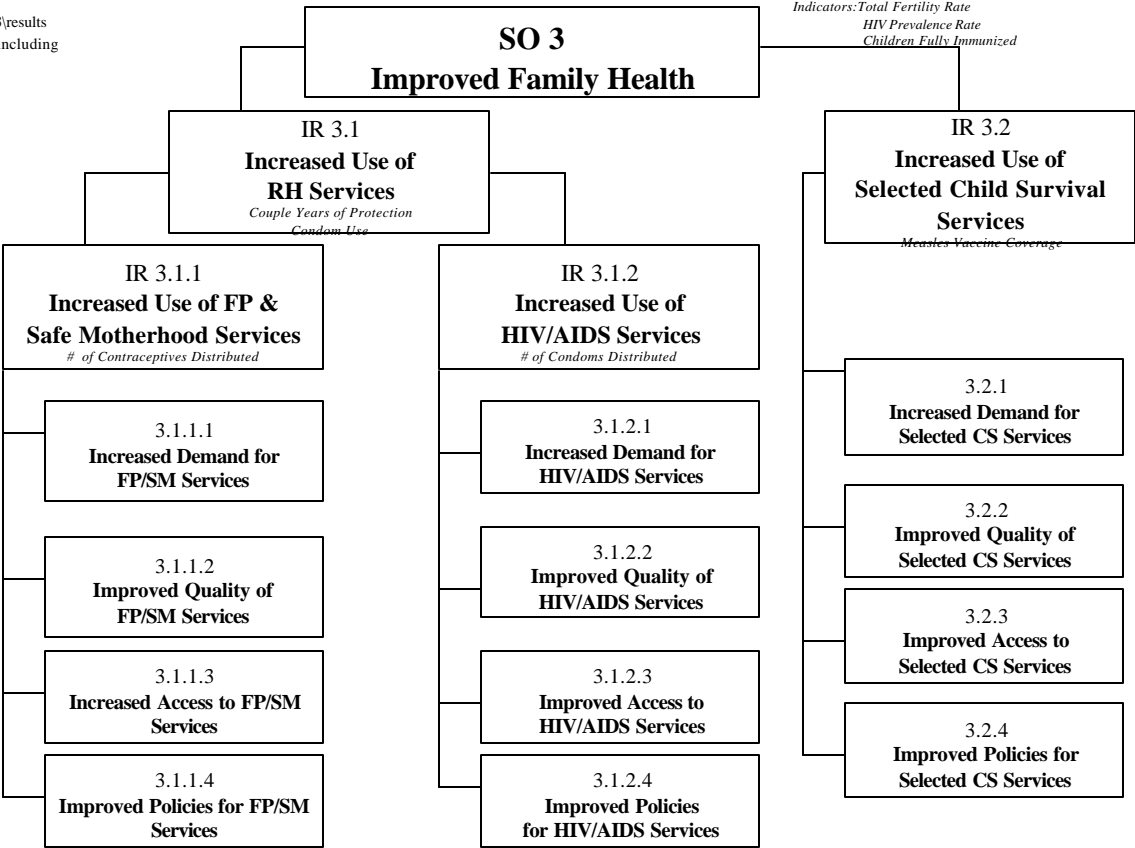
**STRATEGIC OBJECTIVE**

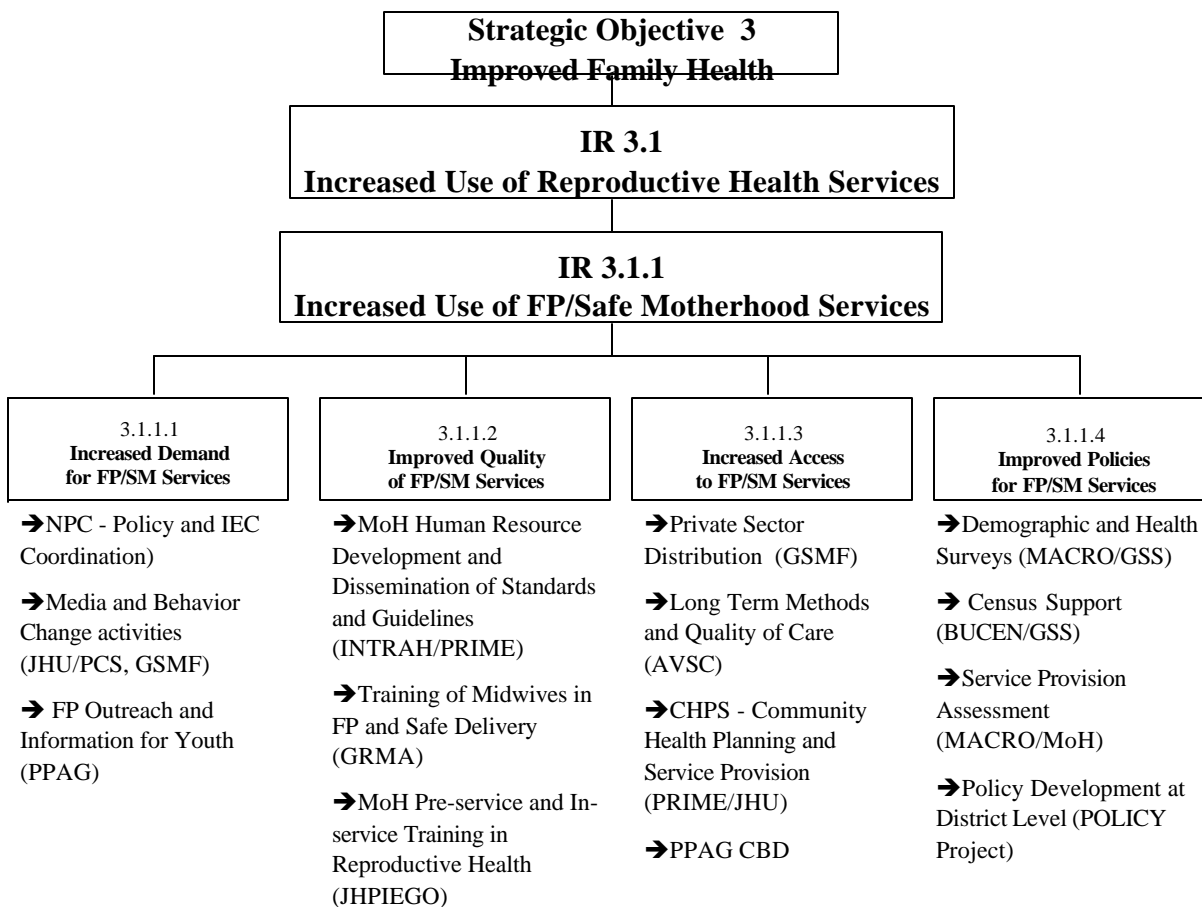
*Indicators*

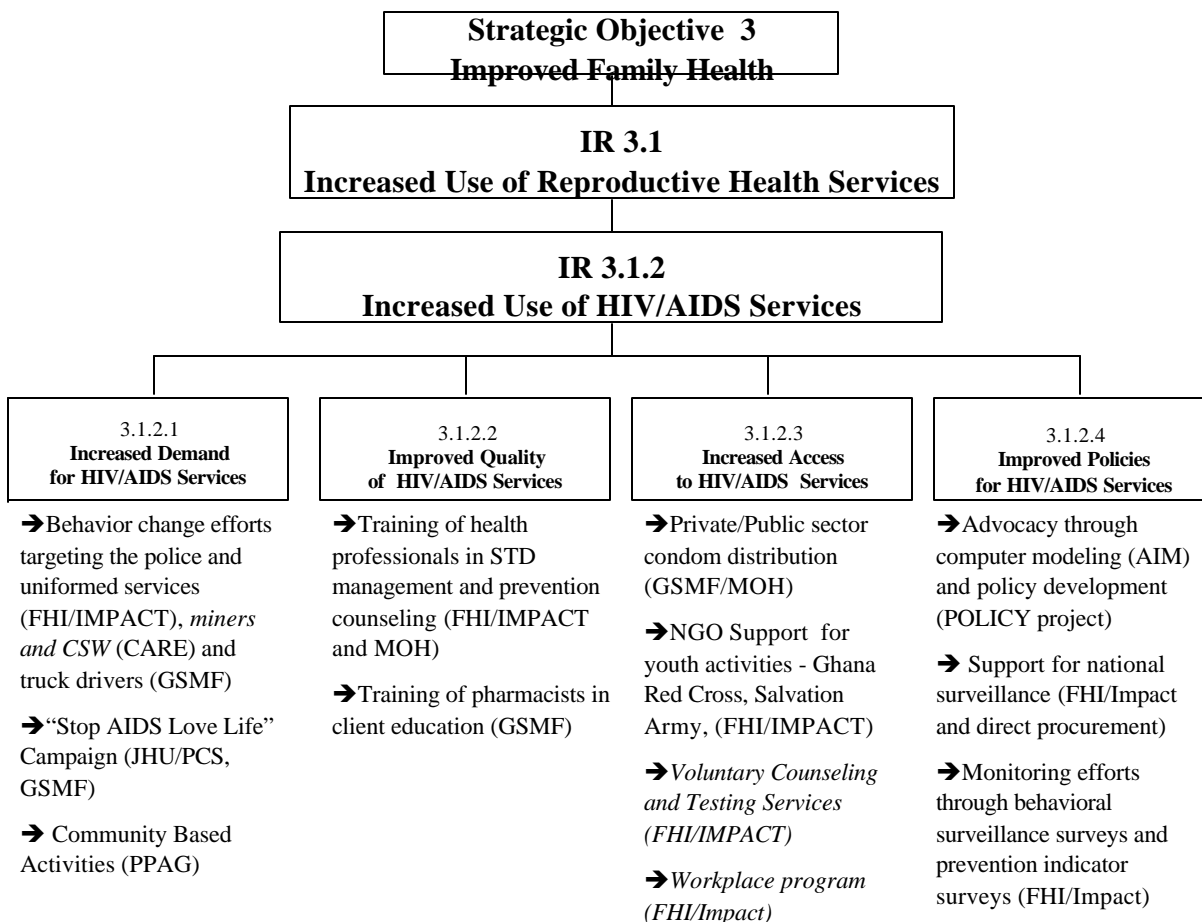
- % of students in Partnership schools passing Criterion Referenced Test in English and Math (national/Partnership comparison)
- % of Partnership communities demonstrating sustained community involvement in education process
- % of student dropout rate in Partnership primary schools compared to national rate

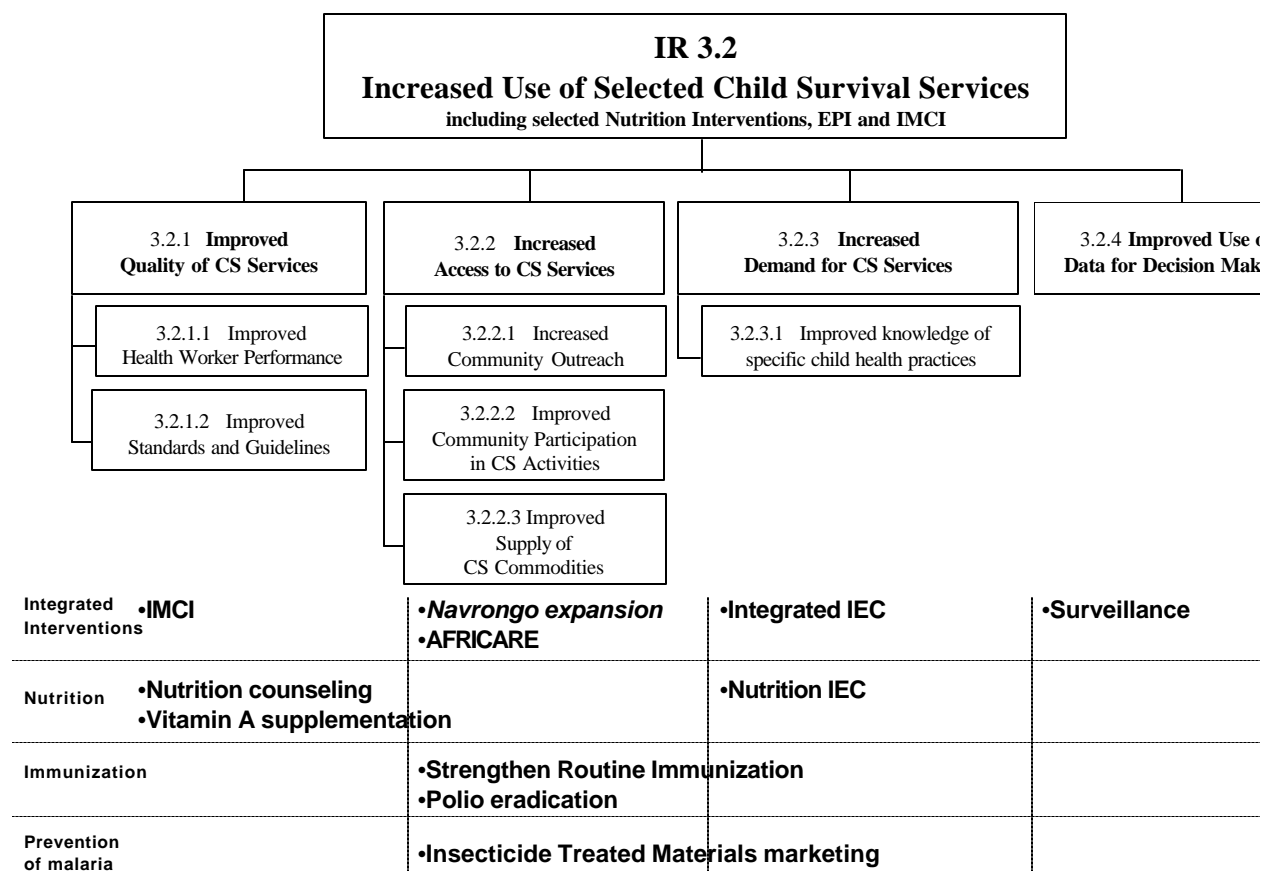
**INTERMEDIATE RESULTS**



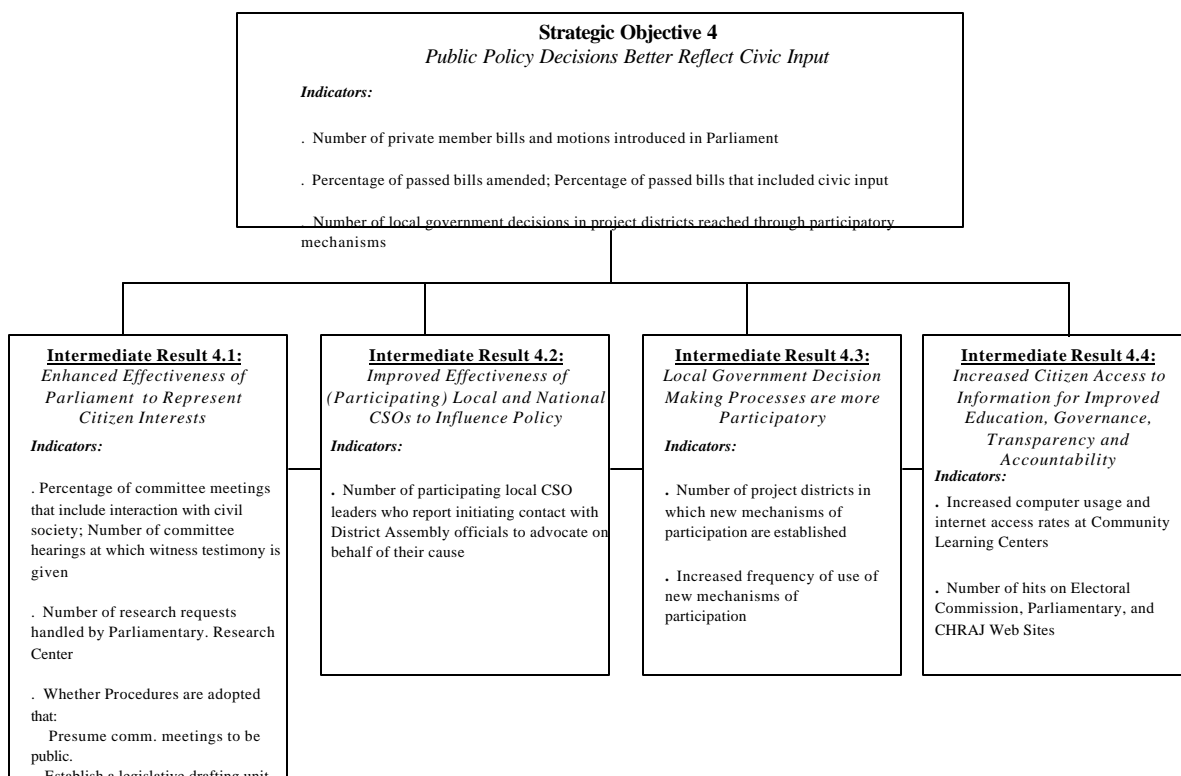








## STRATEGIC OBJECTIVE # 4 -- DEMOCRACY AND GOVERNANCE RESULTS FRAMEWORK



March 2001

u:\pubprog\SO4\SO4RF Mar01

# **ANNEX C**

## **INSTITUTIONAL STRENGTHENING & ORGANIZATIONAL DEVELOPMENT**

## Information Annex Topic: Institutional and organizational development

**What the information annex will be used for:** prepare the cross-cutting theme chapter of the FY 2000 Performance Overview. The 2000 revision of the Agency Strategic Plan includes five cross-cutting themes in addition to the six Agency goals and the management goal. It also includes a commitment to report on one of the themes in depth in the Performance Overview each year. Institutional and organizational development has been chosen as the theme to be reported on in the 2000 Performance Overview.

The Performance Overview chapter aims to document the following points, based on the information requested:

- \* support for institutional and organizational development is systematically programmed in results frameworks for the majority of Agency OUs;
- \* support for institutional and organizational development systematically cross-cuts Agency goal areas in OU programs;
- \* institutional and organizational development support is provided to public sector, private for-profit and private non-profit organizations consistent with program objectives;
- \* a variety of types of capacity-building (e.g., financial accountability and sustainability, management and

**Guidelines for Identifying Institutional Capacity Development.** An institutional development IR should contain two elements: (1) the name of the overarching institution concerned and (2) the change taking place. IRs Institutions are defined as the "rules of the game" and the measures for enforcing those rules. In other words, for our purposes, institutions refer to the broad political and economic context within which development processes take place. These include policies, laws, regulations, and judicial practices. They also refer to less tangible practices like corruption, presence or lack of transparency and accountability. The rules and norms we are concerned with are political and economic, not social. Not every IR about policy is to be called institutional development. If the IR is about adopting/implementing a specific policy, it is not institutional development-- it falls under the goal area for the sector it addresses. Include only IRs about changing the

**Guideline for Identifying Organizational Capacity Development IRs.** The IR should have these elements: (1) It must name or allude to a specific organization or type of organization (an organization is a group of individuals bound by some common purpose to achieve objectives) and (2) it has to how or what action is being done to develop the organization.

## R4 03 GHANA INST.XLS

Verification	Objective ID	IR No.	IR name	Indicators	Public sector	Private for profit	Private non-profit
Y	641-001	IR 1.1	Increased productive capacity of private enterprise	Percentage of USAID-assisted firms increasing value of production by at least 6% annually	N	Y	N
Y	641-001	IR 1.2	More Efficient and Lower-Cost Marketing Systems	Percentage of USAID-assisted enterprises reporting annual sales increases of at least 25%	N	Y	N
Y	641-001	IR 1.10	Improved energy demand management capacity	Energy efficiency codes & standards issued- codes and standards developed and issued by Ghana Government	Y	N	N
Y	641-001	IR 1.11	Improved energy policy & regulatory reform	1.) Rate-setting model developed and adopted – a utility rate model developed and adopted by the Ghana Government (Utilities Commission); 2.) Long-term energy strategy for Ghana developed – long-term energy supply and demand management strategy developed	Y	N	N
Y	641-001	IR 1.4	Improved policy and regulatory environment	1.) Milestones for the participatory development and implementation of a policy change framework - The major components for implementing the improved policy and regulatory environment framework contain the necessary milestones, which must be achieved in order for the result to be achieved. The indicator includes data on whether or not NPA conditionalities have been met. 2.) Streamlined procedures for importation of agricultural and industrial inputs; 3.) Improved policies for the exportation of wood products; and 4.) Elimination of export bans for specified products	Y	N	N
Y	641-001	IR 1.6	Increased management capacity of production and marketing enterprises	Percentage of USAID-assisted enterprises adopting recommended management and marketing practices – number of enterprises out of all enterprises assisted by USAID that adopt and apply improved management and marketing practices recommended to them by USAID cooperating agencies	N	Y	N

## R4 03 GHANA INST.XLS

Y	641-001	IR 1.7	Increased use of Improved Technologies	1.) Percentage of USAID-assisted enterprises adopting recommended technological improvements – number of enterprises out of all enterprises assisted by USAID that adopt and apply technological improvements recommended to them by USAID cooperating agencies. 2.) Percentage of USAID-assisted enterprises utilizing recommended sustainable resource management practices – number of enterprises out of all enterprises assisted by USAID that adopt and apply sustainable resource management practices recommended to them by USAID cooperating agencies. 3.) Percentage of USAID-assisted agricultural enterprises utilizing integrated pest management practices – number of agricultural enterprises out of all agricultural enterprises assisted by USAID that adopt and apply integrated pest management practices recommended to them by USAID cooperating agencies	N	Y	N
Y	641-002	IR 2.1	Improved Teaching and Supervision	1.) Percentage of teachers using pupil-focused instructional practices in Partnership schools; 2.) Percentage of teachers using effective classroom management techniques in Partnership schools; 3.) Percentage of head teachers using effective supervisory techniques in Partnership schools	Y	N	N
Y	641-002	IR 2.2	Improved Education Management	1.) Number of Partnership (Ghana Government administrative) district Education Officers applying Planning, Budgeting and Monitoring in support of the Community School Improvement Plan; 2.) Number of Partnership (Ghana Government administrative) districts implementing strategies to utilize data in decision making	Y	N	N
Y	641-002	IR 2.3	Increased community participation	1.) Percentage of Partnership school communities active in school decision-making; 2.) Percentage of Partnership school communities using participatory methodologies in initiating school projects	N	N	Y
Y	641-002	IR 2.4	Improved Learning Environment	techniques to promote equity in their districts; 2.) Number of communities and schools in Partnership districts implementing Community-School Improvement Plans	Y	N	N

## R4 03 GHANA INST.XLS

Y	641-002	IR 2.5	Improved policies for quality primary education	1.) Increased non-salary recurrent expenditures per pupil in primary schools; 2.) Laws & policies implemented to promote reforms in curriculum, education personnel, decentralization and information analysis	Y	N	N
Y	641-003	IR 3.1.3.3	Improved Contraceptive Logistics Systems	Frequency of Stock-outs	Y	N	Y
Y	641-003	IR 3.1.4.1	Data Available for Decision Making	Routine data, namely HIV prevalence at sentinel sites and number of AIDS cases, available.	Y	N	N
Y	641-003	IR 3.2.1	Improved Quality of Child Survival Services	(Integrated Management of Childhood Illness) protocols	Y	N	N
Y	641-003	IR 3.2.1.1	Improved Health Worker Performance	up in IMCI; 2.) Improved supervision of health workers	Y	N	N
Y	641-003	IR 3.2.2.2	Improved Community Participation in Child Survival Activities	Number of communities actively involved in child survival activities in focus areas	Y	N	N
Y	641-003	IR 3.2.2.3	Improved Supply of Child Survival Commodities	Distribution of Vitamin A supplementationDistribution of Vitamin A supplementation - Number of communities/districts participating in Vitamin A supplementation	Y	N	N
Y	641-003	IR 3.2.4	Improved Management of Child Survival Services	Percentage of health facilities monitoring immunization coverage	Y	N	N
Y	641-003	IR 3.2.4.1	Improved Use of Data for Decision-Making	investigated	Y	N	N
Y	641-004	SO	Public Policy Decisions Better Reflect Civic Input	1.) Number of private member bills and motions introduced in Parliament; 2.) Percentage of passed bills amended; 3.) Percentage of passed bills that included civic input; and 4.) Number of local government decisions in project districts reached through participatory mechanisms	Y	N	N
Y	641-004	SO	Public Policy Decisions Better Reflect Civic Input	Number of local government decisions in project districts reached through participatory mechanisms	Y	N	Y
Y	641-004	IR 4.1	Enhanced Effectiveness of Parliament to Represent Citizen Interests	1.) Percentage of committee meetings that include interaction with civil society; 2.) Number of committee hearings at which witness testimony is given; 3.) Number of research requests handled by Parliamentary. Research Center; and 4.) Whether Procedures are adopted that: a) Presume committee meetings to be public; b) Establish a legislative drafting unit; and c) authorize committee chairs to initiate investigations.	Y	N	N
Y	641-004	IR 4.2	Improved Effectiveness of (Participating) Local and National CSOs to Influence Policy	1.) Number of participating local CSO leaders who reprot initiating contact with District Assembly officials to advocate on behalf of their cause.	Y	N	Y

[illegible]

R4 03 GHANA INST.XLS

Codes: Y - Yes N - No							

# **ANNEX D**

## **SUCCESS IN COMMUNITY INVOLVEMENT**

## **Annex D: Success Stories**

### **SO2 Education**

#### **Successes in Mobilizing Community Involvement in Schools**

Participatory Rapid Appraisal/Participatory Learning and Action (PRA/PLA) is the main start-up intervention strategy of the QUIPS Project. The PRA/PLA is used to create awareness, identify issues, determine proposed actions, and identify strengths within the community in order to foster an environment that is supportive of school quality development.

PRA/PLA has proven to be a very effective tool for the QUIPS Project, especially in terms of quickly mobilizing the community to action. One of the reasons that it is so successful is because community members generally have interest in their schools, but previously have not been given opportunities to be involved in the education process. The PRA/PLA is the first forum where all stakeholders have the chance to discuss their views and together form a vision for school improvement, with specific targets and actions to reach their goals. When communities are equipped with a formal plan, the community school improvement plan they are able to effectively share in the responsibility of their school and successfully implement meaningful improvement activities.

One example of a very responsive community is Kokodei in the Ashanti Region. After their initial 4-day PRA/PLA activity in November 1999, community members were able to translate their community school improvement plan into action and mobilize local resources to complete several school improvement projects. Within 4 months, the community had purchased English textbooks for all primary school pupils, constructed 80 dual desks for the primary school, and constructed a new 4-seater latrine.

Another community, Techimantia, used the PRA/PLA activity not only to discuss traditional school improvement activities, but also to address the unique concerns related to a Moslem community. Within 3 months of their PRA/PLA exercise, the community raised 3.4 million cedis and materials worth an additional 3 million cedis to complete a previously started 3-classroom block, contributed 20 dual desks to the school, fixed electricity in an old mosque for children's evening studies, and added two women each to the School Management Committee (SMC) and PTA to encourage women's participation in education. In addition, because pupils were spending 90 minutes for Arabic Worship and school was closing at 11 a.m. on Fridays, they changed the school schedule to begin classes at 7 a.m. daily to make up for the lost periods on Fridays.

#### **Another Community Success Story**

Abutia Agorve is a small rural community in the Volta Region. It has a population of approximately 500 and supports one primary school. This school was established in 1935, and for many years the community was very involved with and proud of the school. However, in the early 1980s, there began a marked decline in their interest and involvement, mainly due to the decline in the economic situation in Ghana and the lack of resources available for education throughout the country.

When the QUIPS intervention began in September 1999, the community was only minimally involved in the school or the educational process. The PTA was in existence, but like many community-based institutions, was not actively involved in the school. Parents did not attend PTA meetings because they did not see any need and the meeting times were inconvenient especially for the women. Parents also were negligent in providing school supplies for their children and paying school fees. The SMC had been formed, but was not functioning. Although the community contained a number of local resources, the community had no process for utilizing these resources for school projects.

The community members knew that their situation was bad and were interested in changing it, but it was only through the QUIPS intervention that they started to understand how they could be involved in the change process. The chief, who had always been a strong leader in the community, became particularly energized in support of education. The SMC Chairman, who was elected during the PRA/PLA activity and was a former district director of education, also helped to motivate the SMC and keep them focused on the issues and activities. Through the strong partnership of these two leaders, the community was able to transform the situation into one which promotes quality education.

Over the past 18 months, the SMC and PTA have become active and effective community organizations. They have instituted evening group studies for pupils, organized an open day, where prizes were awarded to excelling pupils, built a gender sensitive toilet/urinal and a kitchen for the headmistress, and provided furniture, textbooks, teaching aids, and recreational equipment to the school. Community members have also pitched in by assisting in local resource mobilization, regularly visiting the school to present gifts to teachers and check on children, and assisting in the construction of the new 3-classroom block. The school has improved so much that it has become an inspiration to surrounding school communities. Community leaders and teachers from neighboring schools visit Abuita Agorve to attend community functions and learn about their strategies.

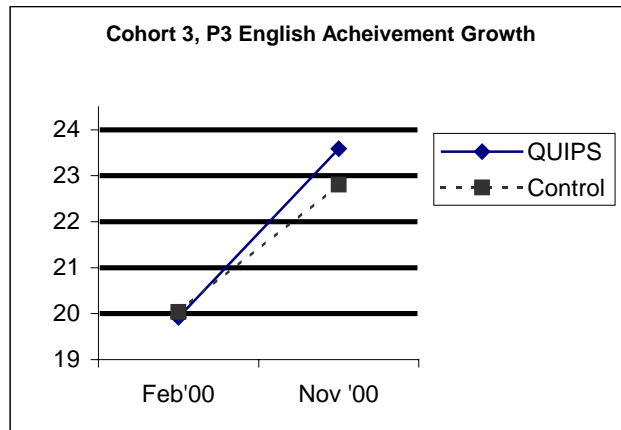
### **Detecting Change in Pupil Learning Growth**

Improvement in pupil learning is a goal shared by all components of any school quality improvement program. New instructional practices, professional development for teachers and school managers, improved infrastructure and community involvement in education is of little consequence if achievement outcome is not positively impacted. Evaluating impact on pupil achievement is difficult to do, particularly in the context of substantial linguistic and cultural diversity and marked pupil differences in academic and cognitive ability.

QUIPS has addressed this problem by developing a set of achievement tests for use in a longitudinal study design that maximises the chances of detecting change in achievement that can be directly attributed to the program interventions, even in the context of a relatively short intervention cycle. The design focuses on evaluating the learning growth patterns of children participating in QUIPS in comparison to those in control schools. It is impact on learning growth that will translate into sustainable achievement advantage. In QUIPS this is evaluated by testing the same children over time in three areas of achievement: mathematics, English literacy, and spoken English narrative. The instruments were designed to capture the baseline abilities of all children tested no matter how high or how low their entry level academic abilities are and at the same time provide sufficient “room to grow” for the high achievers. The tests and test administration procedures have been designed to accommodate children from remote regions with little experience in paper and pencil tasks and use local language instructional support to assure that language differences don’t confound results

These new tests were first administered to Cohort 3 pupils in February and March 2000 and the same pupils were retested in November 2000. Excluding school breaks, pupils attended school for approximately 6 months during the inter-test period. Even in this short period of time, results from Test Occasion 1 to Test Occasion 2 show that pupils attending QUIPS partnership schools have initial learning growth rates that are significantly higher than those of pupils from the control schools in some subject areas. It can be seen in the figure below that after 6 months of

instruction pupils participating in the QUIPS Program have, as a group, a distinct learning advantage. Statistical results showed that the differences in growth curves for the QUIPS and control schools were significant.



# **ANNEX E**

## **DONOR/NGO SUPPORT TO THE EDUCATION SECTOR**

## Annex E

### Summary of Donor/NGO Support to the Education Sector in Ghana

- 1.0 WORLD BANK** - Credit to Basic Education for 1996-2001 amounted to \$50 million spread over 5 years.
- **Infrastructure** - The World Bank has assisted in the construction of classroom blocks and KVIPs in 150 communities. It has also rehabilitated classrooms, provided furniture and undertaken community sensitization on the topic of basic education. The infrastructure project worked with the District Assemblies to supervise and carry out the construction projects; monitoring was conducted by the Funds and Project Management Unit (FGPMU).
  - **Education Management and Information Systems (EMIS)** - The EMIS system focuses on processing school data for easy analysis; it has been implemented in 32 districts to date.
  - **Textbook Development** - Funds were provided for the revision of the syllabuses for new subjects. Six million reprinted textbooks (in English and Maths) are being supplied to primary and JSS schools. [Overall textbook development is proceeding rather slowly.]
  - **Provided assistance to the Supplies and logistics Division to manage the distribution and tracking of textbooks.**
  - **Provided 44 containers for the storage of books at the District level.**
  - **School Improvement Fund (SIF)** - An assessment of the impact of the interventions in phase 1 was carried out as requested by the GES.
  - **Information, Education and Communication (IEC)** - A plan has recently been put together and the focus will be at the district- school- and community-levels.
  - **Support for Management Training** - support for Management training and criteria for assessing Managers who have undergone training has been completed.
  - **Financial Support** has also been to: Planning, Budgeting, Monitoring and Evaluation (MOE), Ghana Book Development Council, Studies and Analysis in Resource allocation at the tertiary level, HIV/AIDS campaign and a credit of \$32m to Non-formal Education Division for a period of 5 years.
- 1.1 DFID - DFID** is committed to the reduction of world poverty, effective Universal Primary Education by 2015, the removal of gender disparities at the Basic and Secondary levels by 2005, increasing resources in education and co-ordination with GOG in the implementation of sound reforms.

- Support to the education sector amounts to 50 million (British) pounds over a period of 5 years in technical assistance and financial assistance. This constitutes the largest British education program to Ghana and in the world.
- They look forward to a shared responsibility with all Development Partners against the background of reliable allocation, accounting and auditing of resources of GOG.
- In the past two years, 14 million (British) pounds has been disbursed to basic education, mostly at the Districts level to support District Education Plans.

#### **1.1.1 DFID Concerns**

- DFID expressed the need to see more progress in the achievement of targets and an improvement in coordination between partners and MOE.
- The financial resources coming in to the Education sector by GOG need to be increased.
- The Education Reforms have to be taken seriously in order to get all children in school.
- This year's Strategic Plan is very impressive, and it is hoped that implementation would be effectively carried out to achieve desired results.

#### **1.2 JICA**

- Offers technical assistance in the area of Science, Mathematics and Technology Education
- Undertakes education exchange programs
- Out of the 15 JICA projects in Ghana, 5 are education-related.

#### **1.3 UNICEF**

- UNICEF's assistance to the Education Sector has been in the areas of strengthening of Policy and Planning, Childscope and Early Childhood Care and Development.
- UNICEF supports building MOE/GES' capacity in the areas of co-ordination and policy development and provides support for the training of

District Girls' Education Officers. It also co-ordinates School health Programs at the District levels.

- The ChildScope program is in 7 Districts with a focus on school quality improvement and community mobilization.
- It also assists in policy development and studies in Early Childhood Care and Development.

#### **1.4 GTZ/KFW**

GTZ/KFW provides assistance to Teacher Education.

- All 38 Teacher Training Colleges have been renovated and provided with staff bungalows, classrooms and water.
- There is also a plan to release a bus each of the 38 Teacher Training Colleges.
- Instructional teaching materials have been developed in 5 Ghanaian Languages to teach English, Mathematics and Science in the first 3 years of basic school. There is also a plan to train teachers in the use of these materials.
- 16,000 books have been distributed to the Teacher Training Colleges.
- 

#### **1.5 FRANCE**

France contributes to the European Union, which funds micro-projects in Ghana. It also undertakes bi-lateral co-operation with Ghana to support the following areas:

- Training of French Teachers at both pre-service and in-service levels.
- French Departments at the Bagabaga Training College in the Northern Region and Wesley College in the Ashanti Region as from 2001.
- Regional French Centres.
- Collaboration with 4 Universities and 10 Professional Institutions to develop capacity in French.

- Offering of expertise in developing Methodologies for the teaching of the other languages.

## **1.6 ACTION AID**

This international NGO has been working in Ghana for the past 10 years.

- It works with the disadvantaged with a view to empowering them to take control of their own developmental agenda.
- It is involved in basic education and Non-Formal Education. It works in the Upper East, Upper West, Northern and Brong Ahafo Regions.
- It has established seven Shepherd Schools and supports a coalition of NGOs in Education, Girls' Education and HIV/AIDS programs.
- Total financial contribution for 1999 was one billion cedis which is expected to rise to two billion cedis in 2000.

## **1.7 PLAN INTERNATIONAL**

Plan International has been working in Ghana for 10 years and its aim is to improve the health of children, providing KVIPs, housing, micro-finance and promoting children's rights.

- It supports GOG's programs in Education
- It is currently working in six Districts in Ghana
- It collaborates with Government through the Ghana National Education Campaign Coalition (GNECC) to ensure good quality education. It also ensures that action plans on education declared at International Conventions are executed.

## **1.8 SCHOOL FOR LIFE**

This is a DANIDA sponsored program , which works in rural communities in Northern Ghana. Support is provided in the following areas:

- Non-formal Shepard Schools are developed

- It has been operating for the past 5 years in eight districts and reaching 30,000 Children.
- It is helping GES to improve enrolment and change the attitude of parents towards schooling.
- 60% of Shepard School graduates have enrolled in public basic schools.
- Children of Shepherd Schools are given schooling in their mother tongue for 9 months. Ghanaian partners have expressed much interest in the program.
- It is trained 500 facilitators/teachers.

## **1.9 CARE INTERNATIONAL**

- Operates in Ghana, Togo and Benin.
- It works with NGOs to coordinate activities and avoid duplication of efforts.
- Care International is looking forward to a greater collaboration with the Ministry and therefore wishes to know which area it could extend assistance.

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